

EXHIBIT B

Expert Report of Michael P. Ward, Ph.D.

Background and Qualifications

I am Senior Vice President and Principal at Welch Consulting, a consulting firm specializing in economic and statistical research. I am a member of the American Economic Association and the American Statistical Association. Attached hereto as Exhibit A is a copy of my resume.

I hold a bachelor's degree in Economics from the University of California, Santa Barbara, and M.A. and Ph.D. degrees in Economics from the University of Chicago. My fields of specialty in graduate school were labor economics and econometrics. Econometrics is the application of statistical methods to economic data. From 1973 to 1975, I taught economics and statistics at the graduate and undergraduate level at the University of California, Santa Barbara. From 1975 to 1980, I taught economics and statistics at the graduate and undergraduate level at the University of California, Los Angeles. From 1980 to 1984, I was Senior Economist at the Rand Corporation. In 1984, I joined Welch Consulting and Unicon Research Corporation. In 1983, I was appointed by the U.S. Secretary of Commerce as a member of the U.S. Census Advisory Committee on Population Statistics, and I remained a member of that Committee until 1988. For two years, I was chairman of that committee.

My research, conducted while I was at UCLA, Rand, and at Unicon, was supported by the Department of Labor, the National Institutes of Health, the National Institute of Aging, the Department of the Air Force, the Department of Energy, and the Assistant Secretary of Defense. Virtually all of that work was in the area of labor economics and statistics. The product of this research is shown in my resume, attached as Exhibit A.

Over the past 30 years, in my capacity as a consulting economist, I have frequently been retained by major corporations to perform statistical studies of employment practices. I have testified in Federal and State Courts as an expert witness on issues relating to both economics and statistics. I have conducted, and have testified about, statistical studies of employment practices, including wage and hour issues, hiring, pay, promotion, and terminations. Attached as Exhibit B is a list of all cases in which I have testified in court, or in which I have given deposition testimony from 2009 to present. My billing rate is \$750 per hour.

Engagement

I have been asked by attorneys representing Amazon and Prime Now to analyze data on the work shifts made available to "shoppers" who worked at Whole Foods Markets in California. Work shifts on future dates and times for a store are "posted" into an online inventory system from which shoppers may log on and select to work on a first-come, first-served basis. The data and documents upon which I rely are described in Exhibit C.

Analysis

While working at the stores, shoppers receive and fill customer orders using employer-supplied devices. These same devices allow shoppers to schedule their future shifts by logging onto the online inventory of shifts. Shoppers who are working could use their employer-supplied device to log on and pick up shifts. When they are not at work, they could use another device or computer to log on and pick up shifts.

The schedule data that I analyze begin in September of 2018 and end in November of 2020.¹ At the beginning of this period, available work shifts were posted on one or two days each week at a single time, often 4:05 P.M. or 4:15 P.M., depending on the store. Later in this period most shifts were posted at 6:15 P.M. A shift is a specific start and end time for work at a specific store on a specific date. There may be several “slots” available for each shift, i.e. multiple shoppers working at the same time on the same day in the same store. As the volume of work increased over time, and especially after Covid-related demand for food delivery increased, shifts were posted more often, sometimes daily.

A common sequence that I observe in the data is for a posting of several dozen shifts to occur at a specific time for work on several days in the future. Many of those shifts are picked up quickly by shoppers, often within a few minutes of the initial posted time. However, the same shifts may remain available for pickup hours or days after the initial posting.

For example, on November 8, 2018, at 4:05 P.M. There were 723 slots made available at the Ocean Avenue and Potrero Hill Whole Foods Markets for work at various times from November 10 through December 1, 2018. These are the stores that Elena Nacarino, who I understand is the plaintiff in a related state court action, worked at from September 2018 to December 2019.

Table 1 shows shifts that Ms. Nacarino picked up from this set of postings as well as the pickup times for all other shoppers who picked up those same shifts. For Posting 1 there were 20 slots available for work on the shift from 10:45 A.M. until 3:30 P.M. on November 11, 2018. The first five slots were picked up within one minute of the posted time, another three slots were picked up two minutes after, and three more three minutes after. There were 17 slots picked up within nine minutes of the posted time. However, three remained unfilled 20 hours after the posted time, and the final slot remained unfilled until almost 48 hours after it was first made available.

From this same set of postings, Ms. Nacarino picked up another shift from 5:00 P.M. to 9:15 P.M. for the same date of November 11, 2018 at the Ocean Avenue store. There were no other shoppers who picked up the same shift at Ocean Avenue on this day.

¹ The shift dates range from September 2018 to April 2021, while the posting dates range from August 2018 to November 2020. All of my analyses rely on records with posted times.

Again, from this same set of postings, Ms. Nacarino picked up another shift for work on November 12, 2018 from 10:45 A.M. to 3:30 P.M. There were nine other shoppers who also picked up this shift, all within one minute of the posted time.²

Beginning in December 2018, Ms. Nacarino became a “Gold” shopper. Shoppers who work 90 hours per month, including 6 weekend shifts, may be given “Gold” status. These shoppers are given the opportunity to choose the shifts they would like to work a week or more in advance of other shoppers. Gold shoppers may also select non-Gold shifts to work although these will become available later than the “Gold” shifts.

Mr. Mabanta is found in the schedule data as a shopper from September 2018 until December 2018. He worked at the Whole Foods Markets in Brea and in Laguna Niguel. He picked up some shifts almost immediately after they were first made available, but picked up other shifts hours and days after they were posted. For example, on November 8, 2018, 305 slots were made available for Brea and Laguna Niguel for shifts for November 10 through November 22, 2018. Mr. Mabanta picked up seven shifts from this set of postings, shown in Table 2. He picked up one immediately after it was posted, two at seven minutes, and one at eleven minutes. However, he also picked up two shifts from the same set of postings three days later and one five days later. Of those four that he picked up very soon after the posted time, three were still available long after his selection: one was still available four hours after the posted time, and two at five and nine days after they were first posted.

Table 3 illustrates days on which Mr. Mabanta and Ms. Nacarino picked up shifts when they were working. Mr. Mabanta had picked up a shift for work on October 28, 2018 between 3:30 PM and 7:31 PM. At 4:16 PM on that day, he picked up three shifts for work on October 30 and October 31. Ms. Nacarino had picked up a shift for work on December 27, 2018 between 5:00 PM and 9:15 PM. Between 6:23 PM and 6:24 PM on December 27, 2018, she picked up eleven shifts for work between January 14, 2019 and January 19, 2019.³

In what follows, I analyze data on postings and pickups for all of the stores in the schedule data. While a large percentage of shifts are picked up quickly after the posted time, there are many shifts that remain available many hours or days after they were first made available. However, I find that the availability of shifts long after the posting depends on the store. I find that for some stores, almost all shifts are picked up quickly within several minutes of the posted time. For other stores many shifts remain available for pickup hours or days after the posting. While the number of available shifts declines sharply after the posting and the initial round of pickups, shoppers who look for shifts at later times would typically find them available.

² These are just three examples. On November 8, 2018 Ms. Nacarino picked up a total of seven shifts.

³ In these examples I am assuming that Mr. Mabanta and Ms. Nacarino were actually working the shifts they had earlier picked up.

Table 4 shows the distribution of pickup times organized by posting type.⁴ The median time to pickup is only about one minute, and two-thirds of the pickups occur within fifteen minutes of the posted time. However, 23.1% of shifts are still available more than five hours after the posted time and 17.4% are still available after 24 hours. Excluding Gold shifts, I find that 68% of pickups occur within fifteen minutes of the posted time and 16.8% are still available after 24 hours.

In the bottom panel of Table 4, I show the distribution of pickup times for the stores in which Mr. Mabanta and Ms. Nacarino worked. For all shifts posted in these stores from the start of the data through November 22, 2020, the median time to pickup is again within one minute, except for Potrero Hill which has a somewhat longer median time at three to four minutes. In addition, the percentage of slots still available after 24 hours ranges from 15.4% at the Ocean Avenue store to 19.6% at Potrero Hill.

Table 5 looks at the time from which an individual schedule posting is first made available to the latest pickup time among all slots in that posting. While about half of all postings have only five minutes or fewer from the posted time to the last pickup, another 30.3% have time differences of over 24 hours—that is, shifts are available even long after they were posted.⁵

I next sought to quantify the number of shifts that are available at different times of the day. Table 6 shows the total available shifts over time at the Ocean Avenue store where Ms. Nacarino worked throughout a four-day period in which shifts are posted, picked up, or expired⁶. The count of available shifts rises as shifts are posted and falls as they are picked up or expire. Chart 1 is a graphic representation of this same data. The graph shows that some shifts are picked up quickly immediately after a posting but that some shifts are available for pickup at any time, although the number available varies over time.

Table 7 shows the availability of shifts at Ocean and Potrero Hill, the two stores at which Ms. Nacarino primarily worked. For each month, I counted the number of minutes during which shifts were available. Note that this chart includes Gold shifts, for which Ms. Nacarino was eligible. Gold status expands the number of shifts available by allowing for earlier selection of a separate set of shifts in addition to shifts available at the posting of non-Gold shifts. As shown

⁴ Beginning in May 2020 a separate shopper program, “More Time Ready” or MTR, was instituted which required shoppers to work 30 hours of work each week. Any shopper in “good standing” was eligible for MTR. MTR shoppers were given access to a separate group of shifts allowing them to reach the 30-hour requirement. MTR shoppers are eligible for paid time off, vacation, benefits and educational support. Shoppers who are not part of the MTR program, such as Mr. Mabanta and Ms. Nacarino, do not have access to these shifts and therefore, I have excluded these shifts from my analysis.

⁵ I checked to see if these postings which still have shifts available are unusual in that, for example, they are particularly undesirable as measured by the frequency with which shoppers choose them soon after they are posted. Among the shifts that are still available after 24 hours, 46.8% of slots were picked up within five minutes.

⁶ I understand that gold shifts remaining unclaimed three days before the scheduled shift start time are taken down from the online inventory system. I consider open slots for a shift to expire at the start of the scheduled shift time if they are non-gold shifts or at three days before the scheduled shift time if they are gold shifts when no one has claimed them.

in the table, after the first few months of this data, both the number of active employees and the total number of shifts posted grew significantly. From March 2019 onward in the Ocean location, there were at least 10 shifts available for pickup in over 90% of all possible minutes. The same pattern is followed at Potrero Hill—after an initial startup period, at least 10 shifts are available for pickup over 90% of the time. By the end of Ms. Nacarino's time as a shopper, had she wanted to pick up shifts, they would have been available at almost any time, including time when she was on-the-clock working at one of the sites.

The schedule data show pickups for Mr. Mabanta at the Brea and Laguna Niguel stores from September 2018 through early December 2018. At the start of the shopper program the imbalance between the number of shoppers and the number of shifts led to there being times during the month when shifts were not readily available. However, by the middle of 2019, some shifts were almost always available for non-Gold shoppers, often five or more in most minutes of the month.

I calculated the availability of shifts at all times of the day for each month from August 2018 until November 2020 for each store in this data. I did this first for all shifts, including Gold. I then repeated this using only non-Gold shifts. The detailed tables showing monthly store availability are in Appendix Table 1 and Appendix Table 2. In Tables 8 and 9, I show the summaries of shift availability for each year, 2018, 2019, and 2020 for each store. Table 8 is based on all shifts, while Table 9 shows only non-Gold shifts. In each table I show the percentage of minutes during a month in which 10 or more shifts are available for pickup.

Table 8 shows that general availability of shifts increased from 2018 to 2020 as the program matured and as the volume of shopper work increased. By 2020, for Gold shoppers like Ms. Nacarino, at least 10 shifts were available for pickup virtually any minute of any day at most stores. In 2019, the availability of 10 or more shifts varied across stores from a low of 17.0% at Brea to 11 stores with over 80% 10-shift availability.

For non-Gold shoppers, 10-shift availability was over 50% for 14 of the 36 sites by 2020 although this availability varied significantly by store, from a low of 15.2% at Brea to a high of 79.8% at Stevens Creek.

I declare under penalty of perjury that the foregoing is true and correct. Signed this 16th day of September 2021, in Berkeley, California.

Michael P. Ward, Ph.D.

Table 1

Posting	Site Name	Shift Start Time	Shift End Time	Work Group	Posted Time	Pickup Time	Time from Posting to Pickup	Filled By	Head Count	Control ID	Plaintiff
12	Potrero Hill	11/21/2018 10:45 AM	11/21/2018 3:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/9/2018 4:08 AM	12:03	REDACTED	1	1005702	Nacarino, Elena
12	Potrero Hill	11/21/2018 10:45 AM	11/21/2018 3:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/9/2018 10:48 AM	18:43	REDACTED	1	1007104	
12	Potrero Hill	11/21/2018 10:45 AM	11/21/2018 3:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/10/2018 8:24 AM	40:19	REDACTED	1	1029373	
12	Potrero Hill	11/21/2018 10:45 AM	11/21/2018 3:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/15/2018 5:43 AM	157:38	REDACTED	1	1039729	
12	Potrero Hill	11/21/2018 10:45 AM	11/21/2018 3:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/16/2018 7:34 AM	183:29	REDACTED	1	1021707	
12	Potrero Hill	11/21/2018 10:45 AM	11/21/2018 3:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/20/2018 7:40 AM	279:35	REDACTED	1	1008735	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:06 PM	0:01	REDACTED	1	1043372	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:06 PM	0:01	REDACTED	1	1053773	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:10 PM	0:05	REDACTED	1	1028343	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:10 PM	0:05	REDACTED	1	1029646	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:14 PM	0:09	REDACTED	1	1028127	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:14 PM	0:09	REDACTED	1	1043897	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:22 PM	0:17	REDACTED	1	1023993	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:22 PM	0:17	REDACTED	1	1024610	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:27 PM	0:22	REDACTED	1	1006724	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/8/2018 4:40 PM	0:35	REDACTED	1	1012933	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/9/2018 4:08 AM	12:03	REDACTED	1	1005702	Nacarino, Elena
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/9/2018 10:50 AM	18:45	REDACTED	1	1007104	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/9/2018 4:36 PM	24:31	REDACTED	1	1009943	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/10/2018 1:36 PM	45:31	REDACTED	1	1020656	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/10/2018 9:57 PM	53:52	REDACTED	1	1022735	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/11/2018 11:30 AM	67:25	REDACTED	1	1042253	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/19/2018 1:56 PM	261:51	REDACTED	1	1019469	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM	11/20/2018 11:03 AM	282:58	REDACTED	1	1039449	
13	Potrero Hill	11/21/2018 3:30 PM	11/21/2018 7:30 PM	Copperfield_PTH10238	11/8/2018 4:05 PM		EMPTY_POSTING		1		
14	Ocean	11/22/2018 9:45 AM	11/22/2018 1:15 PM	Copperfield_WholeFoodsMarket-OCN10432	11/8/2018 4:05 PM	11/8/2018 4:06 PM	0:01	REDACTED	1	1046572	
14	Ocean	11/22/2018 9:45 AM	11/22/2018 1:15 PM	Copperfield_WholeFoodsMarket-OCN10432	11/8/2018 4:05 PM	11/8/2018 4:07 PM	0:02	REDACTED	1	1026335	
14	Ocean	11/22/2018 9:45 AM	11/22/2018 1:15 PM	Copperfield_WholeFoodsMarket-OCN10432	11/8/2018 4:05 PM	11/8/2018 4:07 PM	0:02	REDACTED	1	1032371	
14	Ocean	11/22/2018 9:45 AM	11/22/2018 1:15 PM	Copperfield_WholeFoodsMarket-OCN10432	11/8/2018 4:05 PM	11/8/2018 4:08 PM	0:03	REDACTED	1	1016522	
14	Ocean	11/22/2018 9:45 AM	11/22/2018 1:15 PM	Copperfield_WholeFoodsMarket-OCN10432	11/8/2018 4:05 PM	11/8/2018 4:08 PM	0:03	REDACTED	1	1029429	
14	Ocean	11/22/2018 9:45 AM	11/22/2018 1:15 PM	Copperfield_WholeFoodsMarket-OCN10432	11/8/2018 4:05 PM	11/8/2018 4:08 PM	0:03	REDACTED	1	1029741	
14	Ocean	11/22/2018 9:45 AM	11/22/2018 1:15 PM	Copperfield_WholeFoodsMarket-OCN10432	11/8/2018 4:05 PM	11/8/2018 4:08 PM	0:03	REDACTED	1	1040751	
14	Ocean	11/22/2018 9:45 AM	11/22/2018 1:15 PM	Copperfield_WholeFoodsMarket-OCN10432	11/8/2018 4:05 PM	11/8/2018 4:10 PM	0:05	REDACTED	1	1035891	
14	Ocean	11/22/2018 9:45 AM	11/22/2018 1:15 PM	Copperfield_WholeFoodsMarket-OCN10432	11/8/2018 4:05 PM	11/21/2018 9:53 AM	305:48	REDACTED	1	1005702	Nacarino, Elena

Table 2
Postings Made Available on November 8, 2018 with Pickups by Mario Mabanta

Posting	Site Name	Shift Start Time	Shift End Time	Work Group	Posted Time	Pickup Time	to Pickup	Time from Posting	Head Count	Control ID	Plaintiff
1	Brea	11/15/2018 5:00 PM	11/15/2018 9:16 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 4:14 PM	0:00	REDACTED	1	1017093	Mabanta, Mario
2	Brea	11/17/2018 6:00 AM	11/17/2018 10:46 AM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 4:25 PM	0:11	REDACTED	1	1017093	Mabanta, Mario
2	Brea	11/17/2018 6:00 AM	11/17/2018 10:46 AM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 8:38 PM	4:24	REDACTED	1	1006729	
3	Laguna Niguel	11/18/2018 5:00 PM	11/18/2018 9:16 PM	Copperfield_WholeFoodsMarket-LGN10437	11/8/2018 4:14 PM	11/14/2018 7:21 AM	135:07	REDACTED	1	1017093	Mabanta, Mario
4	Brea	11/19/2018 10:45 AM	11/19/2018 3:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 4:16 PM	0:02	REDACTED	1	1032653	
4	Brea	11/19/2018 10:45 AM	11/19/2018 3:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 4:21 PM	0:07	REDACTED	1	1017093	Mabanta, Mario
4	Brea	11/19/2018 10:45 AM	11/19/2018 3:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/18/2018 1:48 PM	237:34	REDACTED	1	1014590	
5	Brea	11/20/2018 3:30 PM	11/20/2018 7:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 4:15 PM	0:01	REDACTED	1	1048219	
5	Brea	11/20/2018 3:30 PM	11/20/2018 7:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 4:15 PM	0:01	REDACTED	1	1051629	
5	Brea	11/20/2018 3:30 PM	11/20/2018 7:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/11/2018 4:18 PM	72:04	REDACTED	1	1017093	Mabanta, Mario
6	Brea	11/21/2018 10:45 AM	11/21/2018 3:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 4:14 PM	0:00	REDACTED	1	1006729	
6	Brea	11/21/2018 10:45 AM	11/21/2018 3:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 4:15 PM	0:01	REDACTED	1	1016161	
6	Brea	11/21/2018 10:45 AM	11/21/2018 3:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/8/2018 4:21 PM	0:07	REDACTED	1	1017093	Mabanta, Mario
6	Brea	11/21/2018 10:45 AM	11/21/2018 3:31 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/13/2018 4:08 PM	119:54	REDACTED	1	1014590	
7	Brea	11/21/2018 5:00 PM	11/21/2018 9:16 PM	Copperfield_WholeFoodsMarket-BRE10594	11/8/2018 4:14 PM	11/11/2018 4:18 PM	72:04	REDACTED	1	1017093	Mabanta, Mario

Table 3
Examples of Pickups Made During Scheduled Work Time by Named Plaintiffs

Mario Mabanta - October 28, 2018

Posted Time	Pickup Time	Site Name	Shift Start Time	Shift End Time	Work Group
10/25/2018 4:33 PM	10/25/2018 4:40 PM	Brea	10/28/2018 3:30 PM	10/28/2018 7:31 PM	Copperfield_WholeFoodsMarket-BRE10594
10/28/2018 4:15 PM	10/28/2018 4:16 PM	Brea	10/30/2018 3:30 PM	10/30/2018 7:31 PM	Copperfield_WholeFoodsMarket-BRE10594
10/28/2018 4:15 PM	10/28/2018 4:16 PM	Brea	10/31/2018 10:45 AM	10/31/2018 3:31 PM	Copperfield_WholeFoodsMarket-BRE10594
10/28/2018 4:15 PM	10/28/2018 4:16 PM	Brea	10/31/2018 5:00 PM	10/31/2018 9:16 PM	Copperfield_WholeFoodsMarket-BRE10594

Elena Nacarino - December 27, 2018

Posted Time	Pickup Time	Site Name	Shift Start Time	Shift End Time	Work Group
12/18/2018 6:15 PM	12/18/2018 6:16 PM	Ocean	12/27/2018 5:00 PM	12/27/2018 9:15 PM	Copperfield_WholeFoodsMarket-OCN10432
12/27/2018 6:15 PM	12/27/2018 6:23 PM	Potrero Hill	1/16/2019 5:00 PM	1/16/2019 9:15 PM	Copperfield_PTH10238_Gold
12/27/2018 6:15 PM	12/27/2018 6:23 PM	Ocean	1/17/2019 10:45 AM	1/17/2019 3:30 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold
12/27/2018 6:15 PM	12/27/2018 6:23 PM	Ocean	1/17/2019 5:00 PM	1/17/2019 9:15 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold
12/27/2018 6:15 PM	12/27/2018 6:23 PM	Ocean	1/18/2019 10:45 AM	1/18/2019 3:30 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold
12/27/2018 6:15 PM	12/27/2018 6:23 PM	Ocean	1/18/2019 5:00 PM	1/18/2019 9:15 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold
12/27/2018 6:15 PM	12/27/2018 6:23 PM	Ocean	1/19/2019 10:45 AM	1/19/2019 3:30 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold
12/27/2018 6:15 PM	12/27/2018 6:23 PM	Ocean	1/19/2019 5:00 PM	1/19/2019 9:15 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold
12/27/2018 6:15 PM	12/27/2018 6:24 PM	Ocean	1/14/2019 10:45 AM	1/14/2019 3:30 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold
12/27/2018 6:15 PM	12/27/2018 6:24 PM	Ocean	1/14/2019 5:00 PM	1/14/2019 9:15 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold
12/27/2018 6:15 PM	12/27/2018 6:24 PM	Ocean	1/15/2019 10:45 AM	1/15/2019 3:30 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold
12/27/2018 6:15 PM	12/27/2018 6:24 PM	Ocean	1/15/2019 5:00 PM	1/15/2019 9:15 PM	Copperfield_WholeFoodsMarket-OCN10432_Gold

Table 4
Distribution of Pickup Speed (Elapsed Time from Posted Time to Pickup)
Posting Dates: August 30, 2018 through November 22, 2020

By Posting Type	Gold + Non-Gold			Gold			Non-Gold		
	Time from Posted Time to Pickup	Slots	Percent	Cumulative Percent	Slots	Percent	Cumulative Percent	Slots	Percent
Same Minute	279,427	23.1%	23.1%	38,534	19.3%	19.3%	240,893	23.9%	23.9%
1 Min	317,318	26.3%	49.4%	45,237	22.6%	41.9%	272,081	27.0%	50.9%
2 Min	88,649	7.3%	56.8%	21,404	10.7%	52.6%	67,245	6.7%	57.6%
3 Min	37,386	3.1%	59.9%	10,362	5.2%	57.8%	27,024	2.7%	60.3%
4 Min	18,205	1.5%	61.4%	4,168	2.1%	59.9%	14,037	1.4%	61.7%
5 Min	12,356	1.0%	62.4%	2,390	1.2%	61.0%	9,966	1.0%	62.7%
6 Min to 10 Min	38,349	3.2%	65.6%	5,677	2.8%	63.9%	32,672	3.2%	65.9%
11 Min to 15 Min	24,357	2.0%	67.6%	2,867	1.4%	65.3%	21,490	2.1%	68.0%
16 Min to 30 Min	38,764	3.2%	70.8%	5,353	2.7%	68.0%	33,411	3.3%	71.4%
31 Min to 1 Hr	26,392	2.2%	73.0%	3,625	1.8%	69.8%	22,767	2.3%	73.6%
>1 Hr to 2 Hrs	19,777	1.6%	74.6%	3,083	1.5%	71.4%	16,694	1.7%	75.3%
>2 Hrs to 5 Hrs	27,380	2.3%	76.9%	4,889	2.4%	73.8%	22,491	2.2%	77.5%
>5 Hrs to 24 Hrs	68,438	5.7%	82.6%	11,358	5.7%	79.5%	57,080	5.7%	83.2%
>24 Hrs	136,378	11.3%	93.9%	33,135	16.6%	96.0%	103,243	10.2%	93.4%
Not Picked Up	74,135	6.1%	100.0%	7,918	4.0%	100.0%	66,217	6.6%	100.0%
Overall	1,207,311			200,000			1,007,311		

By Store (Gold + Non-Gold)	Ocean			Potrero Hill			Brea			Laguna Niguel		
	Time from Posted Time to Pickup	Slots	Percent	Cumulative Percent	Slots	Percent	Cumulative Percent	Slots	Percent	Cumulative Percent	Slots	Percent
Same Minute	9,156	28.2%	28.2%	8,475	16.2%	16.2%	4,725	34.2%	34.2%	8,487	25.8%	25.8%
1 Min	9,818	30.2%	58.3%	11,215	21.5%	37.8%	3,576	25.9%	60.1%	9,055	27.5%	53.3%
2 Min	2,148	6.6%	65.0%	4,088	7.8%	45.6%	795	5.8%	65.8%	2,227	6.8%	60.1%
3 Min	961	3.0%	67.9%	1,959	3.8%	49.3%	320	2.3%	68.1%	916	2.8%	62.9%
4 Min	471	1.4%	69.4%	1,148	2.2%	51.5%	142	1.0%	69.2%	431	1.3%	64.2%
5 Min	310	1.0%	70.3%	819	1.6%	53.1%	110	0.8%	70.0%	311	0.9%	65.1%
6 Min to 10 Min	897	2.8%	73.1%	2,559	4.9%	58.0%	280	2.0%	72.0%	916	2.8%	67.9%
11 Min to 15 Min	382	1.2%	74.2%	1,581	3.0%	61.1%	187	1.4%	73.3%	653	2.0%	69.9%
16 Min to 30 Min	606	1.9%	76.1%	2,335	4.5%	65.5%	238	1.7%	75.1%	1,142	3.5%	73.4%
31 Min to 1 Hr	387	1.2%	77.3%	1,358	2.6%	68.1%	175	1.3%	76.3%	637	1.9%	75.3%
>1 Hr to 2 Hrs	303	0.9%	78.2%	1,202	2.3%	70.4%	149	1.1%	77.4%	479	1.5%	76.7%
>2 Hrs to 5 Hrs	555	1.7%	79.9%	1,572	3.0%	73.5%	208	1.5%	78.9%	661	2.0%	78.8%
>5 Hrs to 24 Hrs	1,514	4.7%	84.6%	3,607	6.9%	80.4%	691	5.0%	83.9%	1,858	5.6%	84.4%
>24 Hrs	3,162	9.7%	94.3%	6,139	11.8%	92.1%	1,163	8.4%	92.3%	3,470	10.5%	94.9%
Not Picked Up	1,848	5.7%	100.0%	4,098	7.9%	100.0%	1,061	7.7%	100.0%	1,662	5.1%	100.0%
Overall	32,518			52,155			13,820			32,905		

Table 5
Distribution of Open Posting Time (Elapsed Time from Posted Time to Last Pickup of Posting)
Posting Dates: August 30, 2018 through November 22, 2020

Time from Posted Time to Last Pickup of Posting	Gold + Non-Gold			Gold			Non-Gold			Cumulative Percent
	Postings	Percent	Cumulative Percent	Postings	Percent	Cumulative Percent	Postings	Percent		
Same Minute	73,065	19.2%	19.2%	20,401	16.3%	16.3%	52,664	20.6%		20.6%
1 Min	78,801	20.7%	39.9%	24,679	19.8%	36.1%	54,122	21.2%		41.8%
2 Min	24,403	6.4%	46.3%	11,642	9.3%	45.4%	12,761	5.0%		46.8%
3 Min	10,537	2.8%	49.1%	5,605	4.5%	49.9%	4,932	1.9%		48.7%
4 Min	5,003	1.3%	50.4%	2,320	1.9%	51.8%	2,683	1.0%		49.7%
5 Min	3,307	0.9%	51.3%	1,401	1.1%	52.9%	1,906	0.7%		50.5%
6 Min to 10 Min	9,003	2.4%	53.6%	3,287	2.6%	55.5%	5,716	2.2%		52.7%
11 Min to 15 Min	5,282	1.4%	55.0%	1,732	1.4%	56.9%	3,550	1.4%		54.1%
16 Min to 30 Min	8,674	2.3%	57.3%	3,065	2.5%	59.4%	5,609	2.2%		56.3%
31 Min to 1 Hr	6,639	1.7%	59.0%	2,326	1.9%	61.2%	4,313	1.7%		58.0%
>1 Hr to 2 Hrs	5,412	1.4%	60.5%	2,054	1.6%	62.9%	3,358	1.3%		59.3%
>2 Hrs to 5 Hrs	8,736	2.3%	62.8%	3,251	2.6%	65.5%	5,485	2.1%		61.4%
>5 Hrs to 24 Hrs	26,555	7.0%	69.7%	8,072	6.5%	71.9%	18,483	7.2%		68.7%
>24 Hrs	76,905	20.2%	90.0%	27,620	22.1%	94.1%	49,285	19.3%		87.9%
Not Picked Up	38,232	10.0%	100.0%	7,419	5.9%	100.0%	30,813	12.1%		100.0%
Overall	380,554			124,874			255,680			

Table 6
Shift Availability Over Time
Gold + Non-Gold Posting Types

Ocean: 2/3/2019 - 2/6/2019		<i>Slots</i>			<i>Shifts</i>		
		Slots Posted	Slots Picked Up or Expired	Slots Available	Shifts Opened	Shifts Closed	Shifts Available
2/3/2019	6:20 AM	1		13	1		10
2/3/2019	6:59 AM		1	12		1	9
2/3/2019	7:30 AM		1	11		1	8
2/3/2019	10:28 AM	1		12	1		9
2/3/2019	10:45 AM		1	11		1	8
2/3/2019	11:30 AM	1	2	10	1	2	7
2/3/2019	11:40 AM	1	1	10	1	1	7
2/3/2019	11:43 AM	2	1	11	2	1	8
2/3/2019	11:44 AM	1		12	1		9
2/3/2019	11:45 AM	1	2	11	1	2	8
2/3/2019	12:05 PM		1	10			8
2/3/2019	12:21 PM	1		11	1		9
2/3/2019	1:30 PM		1	10		1	8
2/3/2019	2:22 PM	1		11			8
2/3/2019	3:30 PM		2	9		1	7
2/3/2019	6:16 PM	41	32	18	8	2	13
2/3/2019	6:17 PM		4	14		2	11
2/4/2019	6:18 AM	1		15	1		12
2/4/2019	6:21 AM		1	14		1	11
2/4/2019	7:32 AM	1		15	1		12
2/4/2019	7:33 AM	1		16			12
2/4/2019	7:36 AM		1	15		1	11
2/4/2019	8:27 AM		1	14			11
2/4/2019	11:35 AM		1	13		1	10
2/4/2019	11:41 AM		1	12		1	9
2/4/2019	11:45 AM		1	11			9
2/4/2019	1:08 PM		1	10		1	8
2/4/2019	3:30 PM		2	8		1	7
2/5/2019	7:22 AM		1	7			7
2/5/2019	7:32 AM		1	6		1	6
2/5/2019	11:11 AM	1		7	1		7
2/5/2019	11:22 AM	1		8			7
2/5/2019	11:30 AM		2	6		1	6
2/5/2019	6:15 PM	37	24	19	8	3	11
2/5/2019	6:16 PM		5	14		2	9
2/5/2019	6:17 PM		2	12			9
2/5/2019	6:18 PM		3	9		1	8
2/5/2019	6:23 PM		1	8		1	7
2/6/2019	7:13 AM		1	7		1	6
2/6/2019	8:05 AM		1	6		1	5
2/6/2019	6:15 PM	22	9	19	4		9
2/6/2019	6:16 PM		5	14			9
2/6/2019	6:17 PM		2	12			9

Chart 1
Shift Availability Over Time
Ocean: 2/3/2019 - 2/6/2019
Gold + Non-Gold Posting Types

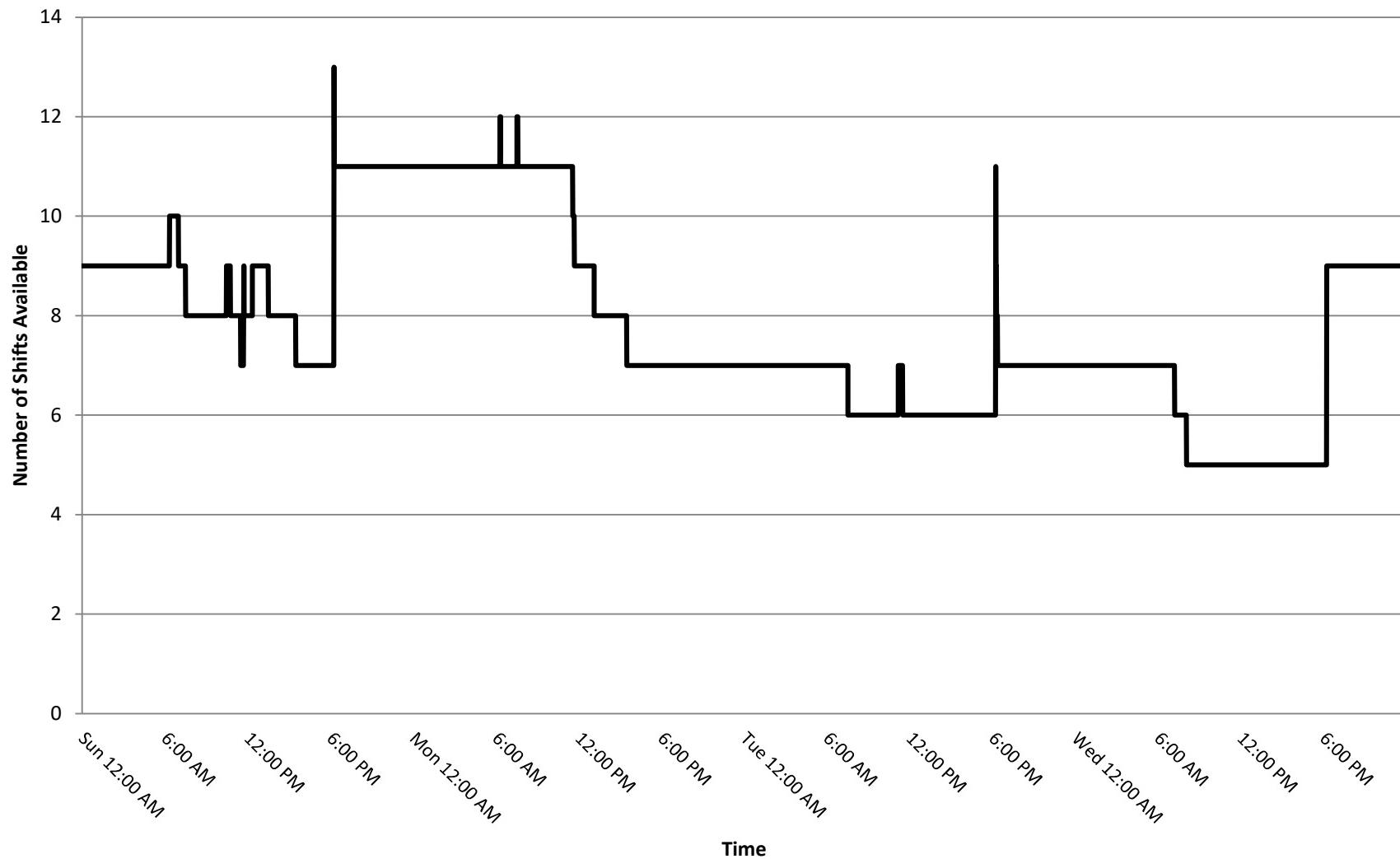


Table 7
Shift Availability Summary by Store and Month
Gold + Non-Gold Posting Types

Store Name	Month	Active Employees (Picking Up Shifts)	Total Shifts Posted	Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:				
						0 Shifts	1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts	
Ocean	2018m8	2	6	2.0	1,895	0	952	0	921	10	12	0	100.0%	0.6%	0.0%	
Ocean	2018m9	75	124	9.9	43,200	6,090	2,075	0	0	0	9,789	25,246	85.9%	81.1%	58.4%	
Ocean	2018m10	115	161	13.1	44,640	0	0	0	0	0	12,232	32,408	100.0%	100.0%	72.6%	
Ocean	2018m11	113	147	13.4	43,200	0	635	1,455	4,098	106	4,624	32,282	100.0%	85.4%	74.7%	
Ocean	2018m12	96	165	12.0	44,640	0	778	970	1,670	485	7,188	33,549	100.0%	91.3%	75.2%	
Ocean	2019m1	92	193	10.0	44,640	0	0	0	0	0	23,513	21,127	100.0%	100.0%	47.3%	
Ocean	2019m2	96	197	9.2	40,320	0	0	0	0	992	25,695	13,633	100.0%	97.5%	33.8%	
Ocean	2019m3	134	211	16.1	44,640	0	0	0	0	0	8,389	36,251	100.0%	100.0%	81.2%	
Ocean	2019m4	167	216	19.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Ocean	2019m5	199	239	22.6	44,640	0	0	0	0	0	57	44,583	100.0%	100.0%	99.9%	
Ocean	2019m6	143	194	17.8	43,200	0	0	0	0	0	0	7,313	35,887	100.0%	100.0%	83.1%
Ocean	2019m7	128	181	12.4	44,640	0	0	0	0	0	6,333	38,307	100.0%	100.0%	85.8%	
Ocean	2019m8	114	194	10.6	44,640	0	0	0	0	0	19,749	24,891	100.0%	100.0%	55.8%	
Ocean	2019m9	123	192	9.6	43,200	0	0	0	0	619	24,520	18,061	100.0%	98.6%	41.8%	
Ocean	2019m10	142	212	14.9	44,640	0	0	0	0	0	201	44,439	100.0%	100.0%	99.5%	
Ocean	2019m11	159	205	18.8	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Ocean	2019m12	166	218	25.7	44,640	0	0	0	0	0	0	156	44,484	100.0%	100.0%	99.7%
Ocean	2020m1	156	210	19.1	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m2	131	209	16.0	41,760	0	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%
Ocean	2020m3	176	318	42.5	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m4	125	423	51.5	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Ocean	2020m5	188	486	32.2	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m6	150	480	27.0	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Ocean	2020m7	159	539	31.6	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m8	220	594	28.4	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m9	224	605	16.2	43,200	0	0	0	0	0	0	4,436	38,764	100.0%	100.0%	89.7%
Ocean	2020m10	226	707	19.6	44,640	0	0	0	0	0	0	1,394	43,246	100.0%	100.0%	96.9%
Ocean	2020m11	192	299	16.3	30,720	0	914	845	505	278	3,170	25,008	100.0%	91.7%	81.4%	
Potrero Hill	2018m9	43	80	7.0	35,035	0	0	6,328	3,747	1	17,116	7,843	100.0%	71.2%	22.4%	
Potrero Hill	2018m10	93	183	9.0	44,640	0	536	4,327	2,918	2,514	12,557	21,788	100.0%	76.9%	48.8%	
Potrero Hill	2018m11	83	158	13.5	43,200	0	4,696	1,229	285	1,370	9,920	25,700	100.0%	82.5%	59.5%	
Potrero Hill	2018m12	81	172	9.6	44,640	0	1,828	2,395	3,808	6,208	9,353	21,048	100.0%	68.1%	47.2%	
Potrero Hill	2019m1	82	196	15.7	44,640	0	0	0	0	871	6,967	36,802	100.0%	98.0%	82.4%	
Potrero Hill	2019m2	81	215	9.4	40,320	0	0	1,794	2,315	3,183	18,807	14,221	100.0%	81.9%	35.3%	
Potrero Hill	2019m3	98	219	17.0	44,640	0	0	0	0	0	1,679	42,961	100.0%	100.0%	96.2%	
Potrero Hill	2019m4	149	219	26.1	43,200	0	0	0	0	0	0	1,731	41,469	100.0%	100.0%	96.0%
Potrero Hill	2019m5	194	240	20.8	44,640	0	0	0	0	0	0	403	44,237	100.0%	100.0%	99.1%
Potrero Hill	2019m6	241	216	19.8	43,200	0	0	0	0	0	0	1,401	41,799	100.0%	100.0%	96.8%
Potrero Hill	2019m7	176	193	11.5	44,640	0	0	0	0	919	686	13,601	29,434	100.0%	96.4%	65.9%
Potrero Hill	2019m8	157	182	11.8	44,640	0	0	0	0	0	467	17,581	26,592	100.0%	99.0%	59.6%
Potrero Hill	2019m9	154	214	14.5	43,200	0	0	0	0	687	575	5,170	36,768	100.0%	97.1%	85.1%
Potrero Hill	2019m10	196	236	16.3	44,640	0	0	0	0	0	0	165	44,475	100.0%	100.0%	99.6%
Potrero Hill	2019m11	263	231	31.3	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Potrero Hill	2019m12	330	286	38.1	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Potrero Hill	2020m1	289	274	36.8	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Potrero Hill	2020m2	264	266	35.0	41,760	0	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%
Potrero Hill	2020m3	314	409	56.6	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Potrero Hill	2020m4	221	442	56.4	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Potrero Hill	2020m5	309	627	49.1	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Potrero Hill	2020m6	299	624	33.2	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Potrero Hill	2020m7	277	588	28.8	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Potrero Hill	2020m8	413	700	38.4	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Potrero Hill	2020m9	443	727	32.2	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Potrero Hill	2020m10	446	785	38.6	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Potrero Hill	2020m11	400	392	33.3	30,855	0	469	682	49	120	1,105	28,430	100.0%	95.7%	92.1%	

Table 8
Shift Availability Summary by Store and Year
Gold + Non-Gold Posting Types

Store Name	<i>Percent of Minutes with 10 or More Shifts Available</i>		
	2018	2019	2020
Beverly Hills	16.1%	71.9%	98.2%
Blossom Hill		78.5%	99.2%
Brea	0.5%	17.0%	76.0%
Castro	49.2%	85.4%	99.2%
Downtown LA	55.7%	86.7%	99.6%
Fairfax		98.1%	97.5%
Franklin		86.8%	88.0%
Fremont Mowry	9.4%	49.6%	95.2%
Gilman	11.4%	53.6%	99.7%
Glendale		93.8%	99.5%
Harrison	46.6%	66.8%	99.7%
Hillcrest	68.5%	84.0%	99.2%
Irvine		44.8%	98.9%
Jamboree	31.5%	50.0%	95.6%
La Jolla	40.8%	55.5%	98.3%
Laguna Niguel	26.9%	44.2%	97.9%
Long Beach		82.3%	87.0%
Long Beach Relo			65.5%
Los Altos	19.2%	67.5%	99.2%
Ocean	69.5%	77.6%	97.5%
Pacific Coast Hwy			89.8%
Pasadena	38.9%	35.9%	98.9%
Playa Vista	57.4%	86.3%	99.7%
Porter Ranch		80.8%	99.4%
Porter Ranch Relocation		63.8%	
Potrero Hill	45.6%	85.0%	99.5%
Roseville	9.3%	42.8%	97.5%
SOMA		76.9%	99.0%
Sacramento	25.7%	68.2%	94.5%
San Mateo	29.8%	56.8%	99.5%
Stevens Creek	35.5%	82.1%	99.5%
Thousand Oaks	5.8%	57.1%	96.7%
Torrance	48.1%	61.5%	96.3%
Venice		56.4%	96.9%
West Los Angeles		57.4%	92.2%
Ygnacio Valley Road	2.6%	44.5%	99.6%
Overall	35.5%	64.7%	96.3%

Table 9
Shift Availability Summary by Store and Year
Non-Gold Posting Types Only

Store Name	<i>Percent of Minutes with 10 or More Shifts Available</i>		
	2018	2019	2020
Beverly Hills	16.1%	12.7%	59.0%
Blossom Hill		15.7%	55.9%
Brea	0.5%	7.5%	15.2%
Castro	14.5%	18.9%	48.6%
Downtown LA	12.3%	10.6%	46.7%
Fairfax		27.3%	55.1%
Franklin		43.7%	24.4%
Fremont Mowry	8.1%	8.5%	27.2%
Gilman	11.4%	21.5%	70.9%
Glendale		30.8%	61.4%
Harrison	11.3%	13.2%	68.7%
Hillcrest	12.7%	13.8%	41.6%
Irvine		13.8%	35.1%
Jamboree	7.7%	8.2%	26.5%
La Jolla	7.4%	7.9%	30.8%
Laguna Niguel	11.7%	9.3%	39.5%
Long Beach		52.0%	49.3%
Long Beach Relo			49.2%
Los Altos	19.2%	12.9%	60.8%
Ocean	11.7%	13.5%	36.0%
Pacific Coast Hwy			62.6%
Pasadena	11.0%	9.4%	32.7%
Playa Vista	13.3%	12.5%	44.8%
Porter Ranch		24.6%	63.0%
Porter Ranch Relocation		0.2%	
Potrero Hill	10.0%	22.2%	66.9%
Roseville	6.4%	8.2%	40.8%
SOMA		25.5%	62.6%
Sacramento	11.1%	13.7%	47.2%
San Mateo	29.8%	16.1%	46.7%
Stevens Creek	15.3%	27.5%	79.8%
Thousand Oaks	5.8%	11.6%	39.6%
Torrance	13.8%	10.0%	35.1%
Venice		19.8%	53.0%
West Los Angeles		17.6%	45.5%
Ygnacio Valley Road	2.3%	9.7%	56.8%
Overall	11.2%	15.2%	47.9%

Appendix Table 1
Shift Availability Summary by Store and Month
Gold + Non-Gold Posting Types

Store Name	Month	Active Employees (Picking Up Shifts)	Total Shifts Posted	Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:				
						0 Shifts	1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts	
Beverly Hills	2018m12	69	101	4.8	37,939	3,824	7,060	4,221	1,982	6,687	8,046	6,119	89.9%	37.3%	16.1%	
Beverly Hills	2019m1	54	175	3.1	44,640	0	3,986	13,080	9,110	13,339	5,120	5	100.0%	11.5%	0.0%	
Beverly Hills	2019m2	49	193	4.8	40,320	555	5,361	3,129	8,899	3,448	15,359	3,569	98.6%	46.9%	8.9%	
Beverly Hills	2019m3	43	168	7.2	44,640	724	2,692	3,707	2,252	3,332	24,622	7,311	98.4%	71.5%	16.4%	
Beverly Hills	2019m4	57	194	10.2	43,200	0	1,137	859	624	1,419	17,056	22,105	100.0%	90.7%	51.2%	
Beverly Hills	2019m5	81	202	16.3	44,640	0	0	0	0	0	1,074	43,566	100.0%	100.0%	97.6%	
Beverly Hills	2019m6	81	182	18.4	43,200	0	0	0	0	0	926	42,274	100.0%	100.0%	97.9%	
Beverly Hills	2019m7	76	204	16.3	44,640	0	0	0	0	0	1,605	43,035	100.0%	100.0%	96.4%	
Beverly Hills	2019m8	92	208	15.4	44,640	0	0	0	0	0	3,086	41,554	100.0%	100.0%	93.1%	
Beverly Hills	2019m9	105	185	15.3	43,200	0	0	0	0	0	1,195	42,005	100.0%	100.0%	97.2%	
Beverly Hills	2019m10	129	280	22.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Beverly Hills	2019m11	168	265	34.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Beverly Hills	2019m12	176	296	37.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Beverly Hills	2020m1	176	289	38.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Beverly Hills	2020m2	171	272	35.5	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Beverly Hills	2020m3	210	322	45.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Beverly Hills	2020m4	150	519	54.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Beverly Hills	2020m5	194	533	38.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Beverly Hills	2020m6	187	501	23.4	43,200	0	0	0	0	0	0	1,313	41,887	100.0%	100.0%	97.0%
Beverly Hills	2020m7	190	563	24.5	44,640	0	0	0	0	0	0	754	43,886	100.0%	100.0%	98.3%
Beverly Hills	2020m8	217	732	25.9	44,640	0	0	0	0	0	510	2,320	41,810	100.0%	98.9%	93.7%
Beverly Hills	2020m9	256	730	25.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Beverly Hills	2020m10	278	794	26.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Beverly Hills	2020m11	212	415	17.6	31,185	0	75	135	561	696	2,164	27,554	100.0%	95.3%	88.4%	
Blossom Hill	2019m2	36	23	7.5	12,196	0	0	0	3,211	3,036	655	5,294	100.0%	48.8%	43.4%	
Blossom Hill	2019m3	58	164	8.3	44,640	0	0	1,225	1,924	3,230	23,846	14,415	100.0%	85.7%	32.3%	
Blossom Hill	2019m4	65	172	6.0	43,200	0	0	165	7,279	7,737	24,047	3,972	100.0%	64.9%	9.2%	
Blossom Hill	2019m5	89	196	11.4	44,640	0	0	256	2	1,642	12,991	29,749	100.0%	95.7%	66.6%	
Blossom Hill	2019m6	110	201	17.2	43,200	0	0	0	0	0	1,280	41,920	100.0%	100.0%	97.0%	
Blossom Hill	2019m7	119	200	22.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Blossom Hill	2019m8	102	201	16.1	44,640	0	0	0	0	0	0	4,496	40,144	100.0%	100.0%	89.9%
Blossom Hill	2019m9	99	195	17.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Blossom Hill	2019m10	130	251	22.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Blossom Hill	2019m11	156	204	23.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Blossom Hill	2019m12	168	226	26.1	44,640	0	0	0	0	0	0	265	44,375	100.0%	100.0%	99.4%
Blossom Hill	2020m1	179	259	24.9	44,640	0	0	0	0	0	0	649	43,991	100.0%	100.0%	98.5%
Blossom Hill	2020m2	169	231	22.5	41,760	0	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%
Blossom Hill	2020m3	240	347	40.2	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Blossom Hill	2020m4	184	484	59.9	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Blossom Hill	2020m5	349	504	47.0	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Blossom Hill	2020m6	335	537	27.6	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Blossom Hill	2020m7	284	600	33.5	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Blossom Hill	2020m8	315	670	42.6	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Blossom Hill	2020m9	439	790	43.0	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Blossom Hill	2020m10	450	790	43.2	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Blossom Hill	2020m11	339	390	35.8	31,185	0	632	73	805	281	1,100	28,294	100.0%	94.3%	90.7%	
Brea	2018m9	21	48	0.8	20,622	11,416	5,409	1,709	1,013	1,072	3	0	44.6%	0.0%	0.0%	
Brea	2018m10	31	118	1.7	44,640	12,552	12,880	6,292	5,789	2,682	4,443	2	71.9%	10.0%	0.0%	
Brea	2018m11	28	99	2.7	43,200	7,954	12,083	4,232	4,598	4,514	9,103	716	81.6%	22.7%	1.7%	
Brea	2018m12	20	104	1.4	44,640	16,573	10,909	5,453	6,653	4,307	744	1	62.9%	1.7%	0.0%	
Brea	2019m1	24	161	1.2	44,640	5,226	32,681	3,794	616	2,295	26	2	88.3%	0.1%	0.0%	
Brea	2019m2	26	152	2.5	40,320	3,753	5,176	10,945	14,425	2,896	3,119	6	90.7%	7.8%	0.0%	
Brea	2019m3	24	144	1.4	44,640	7,097	22,716	7,836	4,864	1,207	920	0	84.1%	2.1%	0.0%	
Brea	2019m4	29	154	3.1	43,200	0	7,837	16,068	9,448	2,912	5,490	1,445	100.0%	16.1%	3.3%	
Brea	2019m5	33	176	5.3	44,640	0	0	4,977	4,800	4,686	30,133	44	100.0%	67.6%	0.1%	
Brea	2019m6	36	172	6.2	43,200	0	664	3,618	6,829	3,902	21,979	6,208	100.0%	65.2%	14.4%	
Brea	2019m7	31	178	4.3	44,640	0	0	2,054	11,819	16,738	14,014	15	100.0%	31.4%	0.0%	
Brea	2019m8	29	175	3.8	44,640	3,295	9,140	3,120	6,292	7,385	14,241	1,167	92.6%	34.5%	2.6%	
Brea	2019m9	39	183	7.6	43,200	0	0	1,878	731	900	29,350	10,341	100.0%	91.9%	23.9%	
Brea	2019m10	41	194	9.5	44,640	0	0	0	0	0	21,142	23,498	100.0%	100.0%	52.6%	
Brea	2019m11	49	173	8.6	43,200	0	0	0	0	0	3,966	2,064	25,618	11,552	100.0%	
Brea	2019m12	60	185	14.7	44,640	0	0	0	0	0	122	912	8,613	34,993	100.0%	
Brea	2020m1	62	162	11.1	44,640	1,072	339	1,310	445	226	9,048	32,200	97.6%	92.4%	72.1%	
Brea	2020m2	64	176	13.1	41,760	0	75	80	450	4,565	19,167	17,423	100.0%	87.6%	41.7%	
Brea	2020m3	63	166	16.9	44,640	0	0	0	0	0	0	1,900	42,740	100.0%	100.0%	95.7%
Brea	2020m4	62	384	24.8	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%

Store Name	Month	Active Employees (Picking Up Shifts)		Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:				
		Total Shifts Posted	0 Shifts			1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts		
Brea	2020m5	101	400	25.2	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%		
Brea	2020m6	71	299	9.8	43,200	0	0	0	0	1,592	18,229	100.0%	96.3%	54.1%		
Brea	2020m7	67	361	12.8	44,640	0	0	0	0	0	12,025	32,615	100.0%	100.0%	73.1%	
Brea	2020m8	73	352	11.5	44,640	0	0	0	0	0	12,939	31,701	100.0%	100.0%	71.0%	
Brea	2020m9	110	433	9.8	43,200	0	0	0	406	425	798	19,675	21,896	100.0%	96.3%	50.7%
Brea	2020m10	179	558	15.5	44,640	0	0	0	0	0	2,927	41,713	100.0%	100.0%	93.4%	
Brea	2020m11	109	220	16.2	29,165	0	412	291	7	14	3,845	24,596	100.0%	97.5%	84.3%	
Castro	2018m9	80	110	10.0	42,340	0	0	0	6,288	3	14,481	21,568	100.0%	85.1%	50.9%	
Castro	2018m10	110	175	9.1	44,640	0	0	0	2,879	2,806	22,720	16,235	100.0%	87.3%	36.4%	
Castro	2018m11	113	168	15.2	43,200	0	0	0	332	550	17,815	24,503	100.0%	98.0%	56.7%	
Castro	2018m12	106	180	10.9	44,640	0	0	1,543	1,847	78	17,392	23,780	100.0%	92.2%	53.3%	
Castro	2019m1	99	202	7.1	44,640	0	531	2,363	5,824	7,839	16,128	11,955	100.0%	62.9%	26.8%	
Castro	2019m2	105	192	10.9	40,320	0	0	0	0	0	19,175	21,145	100.0%	100.0%	52.4%	
Castro	2019m3	130	208	11.3	44,640	0	0	0	494	2,168	19,855	22,123	100.0%	94.0%	49.6%	
Castro	2019m4	150	195	15.2	43,200	0	0	0	0	0	425	42,775	100.0%	100.0%	99.0%	
Castro	2019m5	210	232	19.6	44,640	0	0	0	0	0	175	44,465	100.0%	100.0%	99.6%	
Castro	2019m6	229	224	20.2	43,200	0	0	0	0	0	847	42,353	100.0%	100.0%	98.0%	
Castro	2019m7	225	199	15.5	44,640	0	0	0	0	0	213	44,427	100.0%	100.0%	99.5%	
Castro	2019m8	209	227	15.1	44,640	0	0	0	0	0	447	44,193	100.0%	100.0%	99.0%	
Castro	2019m9	222	288	21.5	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Castro	2019m10	233	261	23.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Castro	2019m11	268	261	26.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Castro	2019m12	271	316	33.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Castro	2020m1	256	297	36.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Castro	2020m2	243	297	33.5	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Castro	2020m3	268	435	45.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Castro	2020m4	158	493	48.8	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Castro	2020m5	222	588	37.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Castro	2020m6	200	636	34.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Castro	2020m7	218	658	32.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Castro	2020m8	258	665	36.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Castro	2020m9	319	777	25.6	43,200	0	0	0	0	0	349	42,851	100.0%	100.0%	99.2%	
Castro	2020m10	341	800	32.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Castro	2020m11	316	411	26.8	29,894	0	418	256	450	302	2,162	26,306	100.0%	95.2%	88.0%	
Downtown LA	2018m8	6	15	3.0	10,081	0	0	0	10,078	2	0	1	100.0%	0.0%	0.0%	
Downtown LA	2018m9	60	113	8.1	35,040	315	1,064	201	235	694	22,917	9,614	99.1%	92.8%	27.4%	
Downtown LA	2018m10	84	224	8.8	45,457	0	1,375	3,452	3,074	3,167	14,740	19,649	100.0%	75.7%	43.2%	
Downtown LA	2018m11	82	201	13.0	42,383	0	211	1,399	2,003	1,181	8,339	29,250	100.0%	88.7%	69.0%	
Downtown LA	2018m12	77	216	14.0	44,640	0	0	0	0	0	4,263	40,377	100.0%	100.0%	90.5%	
Downtown LA	2019m1	75	265	10.9	44,640	0	0	0	0	163	17,981	26,496	100.0%	99.6%	59.4%	
Downtown LA	2019m2	73	229	12.2	40,320	0	0	0	0	0	14,570	25,750	100.0%	100.0%	63.9%	
Downtown LA	2019m3	83	246	13.5	44,640	0	0	0	0	0	4,863	39,777	100.0%	100.0%	89.1%	
Downtown LA	2019m4	98	229	12.9	43,200	0	0	0	4	1,010	10,469	31,717	100.0%	97.7%	73.4%	
Downtown LA	2019m5	124	265	13.6	44,640	0	0	0	0	0	7,134	37,506	100.0%	100.0%	84.0%	
Downtown LA	2019m6	116	203	16.0	43,200	0	0	0	0	0	607	42,593	100.0%	100.0%	98.6%	
Downtown LA	2019m7	109	237	16.8	44,640	0	0	0	0	0	4,765	39,875	100.0%	100.0%	89.3%	
Downtown LA	2019m8	97	209	14.2	44,640	0	0	0	0	0	4,930	39,710	100.0%	100.0%	89.0%	
Downtown LA	2019m9	116	217	15.0	43,200	0	0	0	0	0	3,507	39,693	100.0%	100.0%	91.9%	
Downtown LA	2019m10	148	251	23.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Downtown LA	2019m11	174	225	27.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Downtown LA	2019m12	143	220	32.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Downtown LA	2020m1	130	247	29.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Downtown LA	2020m2	131	243	28.0	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Downtown LA	2020m3	180	346	41.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Downtown LA	2020m4	146	483	62.6	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Downtown LA	2020m5	244	580	52.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Downtown LA	2020m6	205	542	25.5	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Downtown LA	2020m7	207	606	26.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Downtown LA	2020m8	245	678	31.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Downtown LA	2020m9	266	775	35.0	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Downtown LA	2020m10	280	809	31.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Downtown LA	2020m11	254	445	27.7	30,819	0	51	228	12	651	931	28,946	100.0%	96.9%	93.9%	
Fairfax	2019m5	22	8.8	1,980	0	0	0	0	0	0	1,637	343	100.0%	100.0%	17.3%	
Fairfax	2019m6	118	180	14.6	43,200	0	0	0	0	0	0	3,492	39,708	100.0%	100.0%	91.9%
Fairfax	2019m7	148	197	27.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Fairfax	2019m8	124	188	18.5	44,640	0	0	0	0	0	0	756	43,884	100.0%	100.0%	98.3%
Fairfax	2019m9	149	218	20.5	43,200	0	0	0	0	0	0	153	43,047	100.0%	100.0%	99.6%
Fairfax	2019m10	164	227	22.5	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Fairfax	2019m11	172	242	32.5	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Fairfax	2019m12	164	261	39.4	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%

Store Name	Month	Active Employees (Picking Up Shifts)		Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:			
		Total Shifts Posted	0 Shifts			1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts	
Fairfax	2020m1	157	253	28.5	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Fairfax	2020m2	158	232	26.6	41,760	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Fairfax	2020m3	202	295	42.7	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Fairfax	2020m4	207	441	51.6	43,200	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Fairfax	2020m5	255	503	36.3	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Fairfax	2020m6	215	547	20.6	43,200	0	0	0	0	0	2,882	40,318	100.0%	100.0%	
Fairfax	2020m7	242	646	34.5	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Fairfax	2020m8	300	718	27.0	44,640	0	0	0	0	0	354	44,286	100.0%	99.2%	
Fairfax	2020m9	338	763	22.2	43,200	0	0	22	68	488	4,795	37,827	100.0%	98.7%	
Fairfax	2020m10	365	804	34.6	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Fairfax	2020m11	293	404	23.1	31,245	0	450	315	0	1,073	1,239	28,168	100.0%	94.1%	
Franklin	2019m5	22	8.8	1,980	0	0	0	0	0	1,637	343	100.0%	100.0%	17.3%	
Franklin	2019m6	250	131	9.0	43,200	0	290	649	1,078	2,404	24,991	13,788	100.0%	89.8%	
Franklin	2019m7	290	177	17.1	44,640	0	0	0	0	0	8,238	36,402	100.0%	81.5%	
Franklin	2019m8	254	159	16.4	44,640	0	0	0	0	0	992	43,648	100.0%	97.8%	
Franklin	2019m9	230	238	20.5	43,200	0	0	0	0	0	579	42,621	100.0%	98.7%	
Franklin	2019m10	291	298	31.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	
Franklin	2019m11	246	222	38.3	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	
Franklin	2019m12	241	262	36.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	
Franklin	2020m1	268	256	33.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	
Franklin	2020m2	225	287	35.7	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	
Franklin	2020m3	216	370	46.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	
Franklin	2020m4	112	362	20.9	43,200	0	0	0	0	0	1,257	41,943	100.0%	97.1%	
Franklin	2020m5	155	443	21.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	
Franklin	2020m6	126	412	11.4	43,200	0	0	0	0	523	15,788	26,889	100.0%	98.8%	
Franklin	2020m7	115	456	12.4	44,640	0	0	0	346	889	10,874	32,531	100.0%	97.2%	
Franklin	2020m8	135	488	16.5	44,640	0	0	0	0	0	1,164	43,476	100.0%	97.4%	
Franklin	2020m9	167	564	14.3	43,200	0	0	0	0	306	10,142	32,752	100.0%	99.3%	
Franklin	2020m10	161	581	18.7	44,640	0	0	0	0	0	515	44,125	100.0%	98.8%	
Franklin	2020m11	140	258	12.4	29,545	0	1,823	3,574	2,242	2,148	4,470	15,288	100.0%	66.9%	
Fremont Mowry	2018m10	27	98	3.8	38,248	13,802	7,553	2,875	1,905	307	6,774	5,032	63.9%	30.9%	
Fremont Mowry	2018m11	22	124	4.1	43,200	7,757	6,027	9,798	7,752	1,047	5,620	5,199	82.0%	25.0%	
Fremont Mowry	2018m12	25	144	2.7	44,640	10,490	9,886	3,721	5,055	7,710	6,180	1,598	76.5%	17.4%	
Fremont Mowry	2019m1	29	208	2.8	44,640	8,325	15,184	6,204	2,852	2,569	6,680	2,826	81.4%	21.3%	
Fremont Mowry	2019m2	24	151	5.0	40,320	1	4,986	5,956	5,102	1,121	19,954	3,200	100.0%	57.4%	
Fremont Mowry	2019m3	28	181	3.3	44,640	1,300	5,063	11,285	9,690	4,788	12,146	368	97.1%	28.0%	
Fremont Mowry	2019m4	33	166	3.3	43,200	1,018	9,988	14,759	4,576	2,940	6,482	3,437	97.6%	23.0%	
Fremont Mowry	2019m5	41	208	7.1	44,640	194	2,019	5,749	2,540	1,518	20,220	12,400	99.6%	73.1%	
Fremont Mowry	2019m6	45	183	10.1	43,200	0	0	0	0	162	19,846	23,192	100.0%	99.6%	
Fremont Mowry	2019m7	52	173	8.8	44,640	0	0	0	0	1,513	26,393	16,734	100.0%	96.6%	
Fremont Mowry	2019m8	56	194	12.8	44,640	0	0	0	0	0	7,773	36,867	100.0%	82.6%	
Fremont Mowry	2019m9	59	171	12.5	43,200	0	0	0	0	0	11,920	31,280	100.0%	72.4%	
Fremont Mowry	2019m10	80	206	14.0	44,640	0	0	0	0	0	2,210	42,430	100.0%	95.0%	
Fremont Mowry	2019m11	83	166	21.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	
Fremont Mowry	2019m12	94	179	24.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	
Fremont Mowry	2020m1	92	241	18.9	44,640	0	0	0	0	0	470	44,170	100.0%	98.9%	
Fremont Mowry	2020m2	83	192	15.7	41,760	0	0	0	0	0	4,109	37,651	100.0%	90.2%	
Fremont Mowry	2020m3	90	205	36.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	
Fremont Mowry	2020m4	80	433	35.5	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	
Fremont Mowry	2020m5	120	399	23.0	44,640	0	0	0	0	0	0	2,434	42,206	100.0%	94.5%
Fremont Mowry	2020m6	106	437	16.0	43,200	0	0	0	0	0	0	4,323	38,877	100.0%	90.0%
Fremont Mowry	2020m7	122	547	22.9	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%
Fremont Mowry	2020m8	141	531	27.5	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%
Fremont Mowry	2020m9	152	583	25.9	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%
Fremont Mowry	2020m10	148	612	23.1	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%
Fremont Mowry	2020m11	135	264	14.5	30,619	2,170	557	343	1,511	1,885	4,738	19,415	92.9%	78.9%	
Gilman	2018m12	66	80	4.6	39,034	6,060	8,307	2,708	4,227	3,401	9,869	4,462	84.5%	36.7%	
Gilman	2019m1	60	132	1.9	43,545	16,713	7,445	5,188	2,964	4,479	6,753	3	61.6%	15.5%	
Gilman	2019m2	52	116	3.2	40,320	3,876	6,736	5,848	8,191	5,088	9,373	1,208	90.4%	26.2%	
Gilman	2019m3	53	142	5.5	44,640	0	835	2,293	5,122	6,749	27,436	2,205	100.0%	66.4%	
Gilman	2019m4	76	139	4.7	43,200	165	1,738	5,169	7,631	6,831	20,361	1,305	99.6%	50.2%	
Gilman	2019m5	104	177	8.4	44,640	0	27	1,020	2,950	3,872	20,578	16,193	100.0%	82.4%	
Gilman	2019m6	121	151	11.5	43,200	0	0	0	451	213	15,824	26,712	100.0%	98.5%	
Gilman	2019m7	117	169	11.9	44,640	0	0	0	0	562	18,445	25,633	100.0%	98.7%	
Gilman	2019m8	108	181	15.5	44,640	0	0	0	0	0	7,352	37,288	100.0%	83.5%	
Gilman	2019m9	102	202	13.6	43,200	0	0	0	0	0	0	2,496	40,704	100.0%	94.2%
Gilman	2019m10	132	245	16.8	44,640	0	0	0	0	0	0	2,387	42,253	100.0%	94.7%
Gilman	2019m11	260	228	29.6	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%
Gilman	2019m12	250	237	32.8	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%
Gilman	2020m1	284	254	28.1	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%

Store Name	Month	Active Employees (Picking Up Shifts)		Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:				
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Gilman	2020m2	234	267	29.7	41,760	0	0	0	0	0	41,760	100.0%	100.0%	100.0%		
Gilman	2020m3	273	446	42.8	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%		
Gilman	2020m4	289	517	75.7	43,200	0	0	0	0	0	43,200	100.0%	100.0%	100.0%		
Gilman	2020m5	396	564	52.0	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%		
Gilman	2020m6	306	642	41.4	43,200	0	0	0	0	0	43,200	100.0%	100.0%	100.0%		
Gilman	2020m7	284	741	56.6	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%		
Gilman	2020m8	404	816	56.0	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%		
Gilman	2020m9	498	923	43.9	43,200	0	0	0	0	0	43,200	100.0%	100.0%	100.0%		
Gilman	2020m10	506	1,021	47.8	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%		
Gilman	2020m11	446	469	37.5	30,720	0	164	76	656	13	344	29,467	100.0%	97.0%	95.9%	
Glendale	2019m5		20	6.8	1,980	0	0	0	0	1,637	0	343	100.0%	17.3%	17.3%	
Glendale	2019m6	144	146	12.4	43,200	0	0	0	0	773	13,814	28,613	100.0%	98.2%	66.2%	
Glendale	2019m7	159	186	17.1	44,640	0	0	0	0	0	627	44,013	100.0%	100.0%	98.6%	
Glendale	2019m8	146	184	15.3	44,640	0	0	0	0	0	2,341	42,299	100.0%	100.0%	94.8%	
Glendale	2019m9	183	230	15.9	43,200	0	0	0	0	0	33	43,167	100.0%	100.0%	99.9%	
Glendale	2019m10	226	234	30.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Glendale	2019m11	263	241	34.3	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Glendale	2019m12	246	243	41.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Glendale	2020m1	226	251	33.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Glendale	2020m2	223	233	31.7	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Glendale	2020m3	303	345	45.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Glendale	2020m4	210	481	49.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Glendale	2020m5	283	540	37.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Glendale	2020m6	277	535	27.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Glendale	2020m7	309	630	33.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Glendale	2020m8	329	760	39.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Glendale	2020m9	383	772	37.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Glendale	2020m10	398	795	34.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Glendale	2020m11	337	402	28.4	30,856	65	147	268	812	1	896	28,667	99.8%	95.8%	92.9%	
Harrison	2018m9	88	103	6.5	42,340	7,026	5,523	1	270	380	17,420	11,720	83.4%	68.8%	27.7%	
Harrison	2018m10	106	153	18.3	44,640	0	0	0	0	0	5,321	39,319	100.0%	100.0%	88.1%	
Harrison	2018m11	112	166	13.3	43,200	0	516	2,295	3,513	1,629	10,882	24,365	100.0%	81.6%	56.4%	
Harrison	2018m12	84	156	5.4	45,735	3,135	6,043	2,183	3,781	8,820	15,215	6,558	93.1%	47.6%	14.3%	
Harrison	2019m1	86	190	5.6	43,545	2,878	3,046	7,376	4,732	3,565	13,478	8,470	93.4%	50.4%	19.5%	
Harrison	2019m2	75	139	5.6	40,320	0	997	3,544	5,529	7,502	18,386	4,362	100.0%	56.4%	10.8%	
Harrison	2019m3	84	190	4.3	44,640	1,251	5,335	7,785	7,967	4,027	14,997	3,278	97.2%	40.9%	7.3%	
Harrison	2019m4	106	176	7.7	43,200	1,264	1,440	3,170	705	3,286	20,446	12,889	97.1%	77.2%	29.8%	
Harrison	2019m5	137	203	11.9	44,640	0	0	166	476	1,875	13,013	29,110	100.0%	94.4%	65.2%	
Harrison	2019m6	168	192	15.1	43,200	0	0	1,295	236	1,332	7,525	32,812	100.0%	93.4%	76.0%	
Harrison	2019m7	152	188	16.9	44,640	0	0	0	0	0	3,834	40,806	100.0%	100.0%	91.4%	
Harrison	2019m8	128	190	14.4	44,640	0	0	0	0	0	1,099	43,541	100.0%	100.0%	97.5%	
Harrison	2019m9	113	208	16.9	43,200	0	0	0	0	0	346	42,854	100.0%	100.0%	99.2%	
Harrison	2019m10	141	216	19.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Harrison	2019m11	135	208	21.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Harrison	2019m12	139	197	27.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Harrison	2020m1	156	198	19.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Harrison	2020m2	132	198	24.2	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Harrison	2020m3	171	282	23.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Harrison	2020m4	130	416	38.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Harrison	2020m5	203	529	44.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Harrison	2020m6	181	618	31.0	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Harrison	2020m7	215	742	41.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Harrison	2020m8	264	749	36.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Harrison	2020m9	312	832	27.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Harrison	2020m10	350	832	34.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Harrison	2020m11	314	412	32.0	29,870	0	326	46	82	132	834	28,450	100.0%	98.0%	95.2%	
Hillcrest	2018m8	8	15	2.0	10,076	0	0	10,037	0	33	4	2	100.0%	0.1%	0.0%	
Hillcrest	2018m9	66	136	11.6	35,008	0	0	0	0	0	10,520	24,488	100.0%	100.0%	69.9%	
Hillcrest	2018m10	85	195	13.4	44,640	0	0	0	0	0	8,207	36,433	100.0%	100.0%	81.6%	
Hillcrest	2018m11	89	203	14.3	43,200	0	0	0	0	0	1,848	9,638	31,714	100.0%	95.7%	73.4%
Hillcrest	2018m12	88	197	12.2	44,640	225	422	4,288	1,377	1,377	8,017	28,934	99.5%	82.8%	64.8%	
Hillcrest	2019m1	84	248	8.1	44,640	0	472	1,979	340	3,930	22,717	15,202	100.0%	84.9%	34.1%	
Hillcrest	2019m2	82	217	11.1	40,320	0	0	0	0	0	1,755	14,316	24,249	100.0%	95.6%	60.1%
Hillcrest	2019m3	75	212	10.1	44,640	0	0	0	0	0	451	22,717	21,472	100.0%	99.0%	48.1%
Hillcrest	2019m4	92	235	13.9	43,200	0	0	0	0	0	206	5,537	37,457	100.0%	99.5%	86.7%
Hillcrest	2019m5	99	286	17.9	44,640	0	0	0	0	0	0	690	43,950	100.0%	100.0%	98.5%
Hillcrest	2019m6	114	260	16.6	43,200	0	0	0	0	0	0	1,777	41,423	100.0%	100.0%	95.9%
Hillcrest	2019m7	119	276	17.0	44,640	0	0	0	0	0	0	6,543	38,097	100.0%	100.0%	85.3%
Hillcrest	2019m8	112	262	15.1	44,640	0	0	0	0	0	0	624	44,016	100.0%	100.0%	98.6%
Hillcrest	2019m9	140	290	18.7	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%

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Hillcrest	2019m10	141	286	26.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Hillcrest	2019m11	160	319	25.6	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Hillcrest	2019m12	146	334	32.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Hillcrest	2020m1	143	321	29.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Hillcrest	2020m2	141	297	29.3	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%
Hillcrest	2020m3	163	391	46.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Hillcrest	2020m4	145	497	55.8	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Hillcrest	2020m5	183	576	35.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Hillcrest	2020m6	105	533	24.1	43,200	0	0	0	0	0	622	42,578	100.0%	100.0%	98.6%
Hillcrest	2020m7	135	639	39.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Hillcrest	2020m8	250	676	40.8	44,640	0	0	0	0	0	315	44,325	100.0%	100.0%	99.3%
Hillcrest	2020m9	264	745	32.8	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Hillcrest	2020m10	300	828	35.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Hillcrest	2020m11	228	381	21.6	31,050	0	7	68	120	60	2,499	28,296	100.0%	99.2%	91.1%
Irvine	2019m5		16	16.0	343	0	0	0	0	0	0	343	100.0%	100.0%	100.0%
Irvine	2019m6	78	114	4.6	43,200	5,558	2,172	3,892	5,630	7,337	14,926	3,685	87.1%	43.1%	8.5%
Irvine	2019m7	77	163	6.5	44,640	0	2,098	3,695	4,446	3,685	25,504	5,212	100.0%	68.8%	11.7%
Irvine	2019m8	76	142	6.4	44,640	654	118	35	1,995	10,105	25,431	6,302	98.5%	71.1%	14.1%
Irvine	2019m9	82	173	8.1	43,200	0	142	1,198	2,035	5,589	20,284	13,952	100.0%	79.3%	32.3%
Irvine	2019m10	80	187	13.3	44,640	0	0	0	0	0	4,926	39,714	100.0%	100.0%	89.0%
Irvine	2019m11	86	149	11.0	43,200	0	0	0	0	0	17,878	25,322	100.0%	100.0%	58.6%
Irvine	2019m12	84	164	19.0	44,640	0	0	0	0	0	904	43,736	100.0%	100.0%	98.0%
Irvine	2020m1	86	197	18.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Irvine	2020m2	98	187	19.6	41,760	0	0	0	0	0	511	41,249	100.0%	100.0%	98.8%
Irvine	2020m3	102	189	23.5	44,640	0	0	0	0	0	452	44,188	100.0%	100.0%	99.0%
Irvine	2020m4	153	404	41.3	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Irvine	2020m5	180	491	31.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Irvine	2020m6	178	476	26.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Irvine	2020m7	194	554	30.1	44,640	0	0	0	0	0	90	44,550	100.0%	100.0%	99.8%
Irvine	2020m8	204	581	29.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Irvine	2020m9	241	619	40.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Irvine	2020m10	267	661	37.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Irvine	2020m11	234	344	25.4	31,050	0	75	180	1,180	348	2,354	26,913	100.0%	94.3%	86.7%
Jamboree	2018m8	3	7	0.0	10,077	10,075	1	0	0	0	1	0	0.0%	0.0%	0.0%
Jamboree	2018m9	54	112	5.7	35,025	0	8	668	9,612	5,378	17,281	2,078	100.0%	55.3%	5.9%
Jamboree	2018m10	67	179	6.9	44,640	0	316	4,795	7,984	5,354	12,952	13,239	100.0%	58.7%	29.7%
Jamboree	2018m11	71	170	11.5	43,200	0	0	0	2	4	16,663	26,531	100.0%	100.0%	61.4%
Jamboree	2018m12	67	178	8.0	44,640	0	0	0	2,084	2,476	26,035	14,045	100.0%	89.8%	31.5%
Jamboree	2019m1	74	216	7.4	44,640	0	1,890	1,440	4,320	8,264	16,893	11,833	100.0%	64.4%	26.5%
Jamboree	2019m2	68	167	6.2	40,320	0	0	1,930	1,692	8,615	23,061	5,022	100.0%	69.7%	12.5%
Jamboree	2019m3	74	190	4.4	44,640	166	4,655	2,554	9,228	8,239	19,642	156	99.6%	44.4%	0.3%
Jamboree	2019m4	79	178	5.9	43,200	0	1,095	2,007	4,219	6,865	26,063	2,951	100.0%	67.2%	6.8%
Jamboree	2019m5	90	206	11.3	44,640	0	0	0	133	122	14,086	30,299	100.0%	99.4%	67.9%
Jamboree	2019m6	100	182	13.8	43,200	0	0	0	0	0	2,458	40,742	100.0%	100.0%	94.3%
Jamboree	2019m7	108	181	9.1	44,640	0	0	339	1,966	5,819	18,637	17,879	100.0%	81.8%	40.1%
Jamboree	2019m8	104	196	6.0	44,640	0	0	1,187	3,721	4,787	33,552	1,393	100.0%	78.3%	3.1%
Jamboree	2019m9	98	181	9.7	43,200	0	0	0	695	807	19,460	22,238	100.0%	96.5%	51.5%
Jamboree	2019m10	101	200	15.9	44,640	0	0	0	0	75	44,565	100.0%	100.0%	99.8%	
Jamboree	2019m11	106	175	16.8	43,200	0	0	0	0	0	1,992	41,208	100.0%	100.0%	95.4%
Jamboree	2019m12	119	182	27.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Jamboree	2020m1	124	195	19.0	44,640	0	0	0	0	0	498	44,142	100.0%	100.0%	98.9%
Jamboree	2020m2	129	184	28.1	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%
Jamboree	2020m3	138	234	31.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Jamboree	2020m4	113	426	33.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Jamboree	2020m5	180	469	29.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Jamboree	2020m6	139	425	20.5	43,200	0	0	0	0	0	169	43,031	100.0%	100.0%	99.6%
Jamboree	2020m7	174	470	22.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Jamboree	2020m8	198	505	15.8	44,640	0	0	0	0	1,218	5,640	37,782	100.0%	97.3%	84.6%
Jamboree	2020m9	191	580	15.5	43,200	0	0	0	0	0	5,561	37,639	100.0%	100.0%	87.1%
Jamboree	2020m10	182	590	19.0	44,640	0	0	0	0	0	804	43,836	100.0%	100.0%	98.2%
Jamboree	2020m11	133	212	13.7	30,975	0	180	395	103	685	5,653	23,959	100.0%	95.6%	77.3%
La Jolla	2018m8	6	15	4.0	4,469	0	0	0	0	4,448	19	2	100.0%	0.5%	0.0%
La Jolla	2018m9	50	118	5.0	40,615	0	13,320	2,353	131	315	19,572	4,924	100.0%	60.3%	12.1%
La Jolla	2018m10	55	177	12.1	44,640	0	0	1,500	1,823	2,458	12,892	25,967	100.0%	87.0%	58.2%
La Jolla	2018m11	53	174	14.8	45,735	0	0	0	450	91	12,982	32,212	100.0%	98.8%	70.4%
La Jolla	2018m12	43	172	7.8	42,105	0	0	0	539	3,011	29,257	9,298	100.0%	91.6%	22.1%
La Jolla	2019m1	45	213	5.6	44,640	0	2,087	3,866	2,319	11,226	20,339	4,803	100.0%	56.3%	10.8%
La Jolla	2019m2	37	181	4.0	40,320	629	3,212	9,168	6,345	5,165	15,787	14	98.4%	39.2%	0.0%
La Jolla	2019m3	35	193	13.0	44,640	0	0	0	0	0	15,032	29,608	100.0%	100.0%	66.3%
La Jolla	2019m4	42	179	7.7	43,200	0	518	210	1,242	6,879	21,106	13,245	100.0%	79.5%	30.7%

Store Name	Month	Active Employees (Picking Up Shifts)		Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:				
		Total Shifts Posted	0 Shifts			1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts		
La Jolla	2019m5	58	193	7.7	44,640	0	2,536	258	1,778	2,437	28,899	8,732	100.0%	84.3%	19.6%	
La Jolla	2019m6	65	212	11.1	43,200	0	0	1,197	2,141	325	15,664	23,873	100.0%	91.5%	55.3%	
La Jolla	2019m7	72	231	10.0	44,640	0	0	0	0	0	20,799	23,841	100.0%	100.0%	53.4%	
La Jolla	2019m8	75	233	10.1	44,640	0	0	0	0	165	17,700	26,775	100.0%	99.6%	60.0%	
La Jolla	2019m9	80	214	11.6	43,200	0	0	0	0	165	9,342	33,693	100.0%	99.6%	78.0%	
La Jolla	2019m10	94	274	12.7	44,640	0	0	0	0	0	5,176	39,464	100.0%	100.0%	88.4%	
La Jolla	2019m11	90	260	19.0	43,200	0	0	0	0	0	40	43,160	100.0%	100.0%	99.9%	
La Jolla	2019m12	88	290	20.5	44,640	0	0	0	0	0	168	44,472	100.0%	100.0%	99.6%	
La Jolla	2020m1	92	308	18.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
La Jolla	2020m2	89	274	20.6	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
La Jolla	2020m3	94	345	29.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
La Jolla	2020m4	78	434	36.5	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
La Jolla	2020m5	139	507	25.7	44,640	0	0	0	0	0	1,140	43,500	100.0%	100.0%	97.4%	
La Jolla	2020m6	122	562	19.4	43,200	0	0	0	0	0	1,256	41,944	100.0%	100.0%	97.1%	
La Jolla	2020m7	116	614	24.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
La Jolla	2020m8	162	650	26.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
La Jolla	2020m9	171	687	20.4	43,200	0	0	0	0	0	94	43,106	100.0%	100.0%	99.8%	
La Jolla	2020m10	156	737	24.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
La Jolla	2020m11	152	348	14.7	30,855	0	19	145	211	585	4,502	25,393	100.0%	96.9%	82.3%	
Laguna Niguel	2018m8	3	8	0.1	10,078	9,809	1	1	0	266	1	0	2.7%	0.0%	0.0%	
Laguna Niguel	2018m9	35	104	3.5	35,023	10,076	588	6,329	1,837	3,535	10,380	2,278	71.2%	36.1%	6.5%	
Laguna Niguel	2018m10	53	181	9.1	44,640	0	0	0	1,587	3,123	20,797	19,133	100.0%	89.4%	42.9%	
Laguna Niguel	2018m11	56	162	9.1	43,200	0	129	1,084	5,772	4,270	14,591	17,354	100.0%	73.9%	40.2%	
Laguna Niguel	2018m12	62	177	6.4	44,640	570	1,733	559	3,727	9,916	19,199	8,936	98.7%	63.0%	20.0%	
Laguna Niguel	2019m1	60	217	8.3	44,640	0	0	1,051	2,266	3,715	22,577	15,031	100.0%	84.2%	33.7%	
Laguna Niguel	2019m2	53	189	5.6	40,320	0	824	1,451	2,237	11,492	21,512	2,804	100.0%	60.3%	7.0%	
Laguna Niguel	2019m3	51	161	2.8	44,640	714	9,539	14,139	7,747	4,552	7,898	51	98.4%	17.8%	0.1%	
Laguna Niguel	2019m4	58	165	4.3	43,200	4,958	3,328	4,579	5,212	4,439	18,600	2,084	88.5%	47.9%	4.8%	
Laguna Niguel	2019m5	83	178	9.3	44,640	0	0	0	0	3,995	23,183	17,462	100.0%	91.1%	39.1%	
Laguna Niguel	2019m6	93	179	11.0	43,200	0	0	0	1,125	251	20,480	21,344	100.0%	96.8%	49.4%	
Laguna Niguel	2019m7	87	198	11.8	44,640	0	0	0	220	515	11,027	32,878	100.0%	98.4%	73.7%	
Laguna Niguel	2019m8	86	191	6.3	44,640	0	565	1,875	1,845	5,631	29,724	5,000	100.0%	77.8%	11.2%	
Laguna Niguel	2019m9	100	198	8.6	43,200	0	0	0	256	744	30,032	12,168	100.0%	97.7%	28.2%	
Laguna Niguel	2019m10	119	211	15.7	44,640	0	0	0	0	0	8,333	36,307	100.0%	100.0%	81.3%	
Laguna Niguel	2019m11	143	199	21.2	43,200	0	0	0	0	0	717	42,483	100.0%	100.0%	98.3%	
Laguna Niguel	2019m12	126	199	30.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Laguna Niguel	2020m1	149	216	29.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Laguna Niguel	2020m2	135	208	28.8	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Laguna Niguel	2020m3	172	243	33.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Laguna Niguel	2020m4	130	427	36.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Laguna Niguel	2020m5	168	482	30.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Laguna Niguel	2020m6	168	481	18.6	43,200	0	0	0	0	0	1	1,982	41,217	100.0%	100.0%	95.4%
Laguna Niguel	2020m7	181	618	24.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Laguna Niguel	2020m8	244	703	28.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Laguna Niguel	2020m9	264	758	27.0	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Laguna Niguel	2020m10	216	734	27.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Laguna Niguel	2020m11	184	332	18.3	30,720	0	1,210	24	1,101	1	5,476	22,908	100.0%	92.4%	74.6%	
Long Beach	2019m10	63	147	11.3	40,661	0	10,075	0	1	0	8,647	21,938	100.0%	75.2%	54.0%	
Long Beach	2019m11	123	189	15.9	43,200	0	0	0	0	0	3,863	39,337	100.0%	100.0%	91.1%	
Long Beach	2019m12	123	214	25.3	44,640	0	0	0	0	0	156	44,484	100.0%	100.0%	99.7%	
Long Beach	2020m1	119	216	17.8	44,640	0	0	0	0	0	0	1,924	42,716	100.0%	100.0%	95.7%
Long Beach	2020m2	119	234	20.9	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Long Beach	2020m3	134	313	29.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Long Beach	2020m4	106	484	43.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Long Beach	2020m5	189	544	35.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Long Beach	2020m6	176	383	11.3	43,200	908	2,899	2,160	2,569	2,625	10,738	21,301	97.9%	74.2%	49.3%	
Long Beach	2020m7	93	81	5.9	15,405	0	376	2,637	2,855	2,513	3,872	3,152	100.0%	45.6%	20.5%	
Long Beach Relo	2020m6	1	2	0.0	1,784	1,730	54	0	0	0	0	0	3.0%	0.0%	0.0%	
Long Beach Relo	2020m7	123	289	5.3	44,640	9,145	8,059	1,724	1,592	646	14,625	8,849	79.5%	52.6%	19.8%	
Long Beach Relo	2020m8	201	504	13.8	44,640	0	0	91	426	3,758	12,535	27,830	100.0%	99.4%	62.3%	
Long Beach Relo	2020m9	215	616	14.2	43,200	0	0	0	1,158	1,035	12,574	28,433	100.0%	94.9%	65.8%	
Long Beach Relo	2020m10	239	791	30.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Long Beach Relo	2020m11	236	353	27.4	31,071	0	156	391	741	424	1,478	27,881	100.0%	94.5%	89.7%	
Los Altos	2018m10	91	99	5.1	39,029	7,013	3,772	7,934	3,480	1,051	9,860	5,919	82.0%	40.4%	15.2%	
Los Altos	2018m11	72	143	8.9	42,420	4,124	7,266	5,476	2,152	4,133	6,343	12,926	90.3%	45.4%	30.5%	
Los Altos	2018m12	70	118	4.3	44,640	5,880	6,751	8,294	6,838	2,290	9,274	5,313	86.8%	32.7%	11.9%	
Los Altos	2019m1	68	147	2.0	44,640	10,643	10,629	9,197	6,003	3,007	5,156	5	76.2%	11.6%	0.0%	
Los Altos	2019m2	49	175	2.2	40,320	6,284	8,849	12,727	6,288	1,238	4,932	2	84.4%	12.2%	0.0%	
Los Altos	2019m3	52	168	4.9	44,640	1,103	3,983	8,462	6,196	3,904	17,028	3,964	97.5%	47.0%	8.9%	
Los Altos	2019m4	60	178	13.5	43,200	0	0	157	270	2,385	9,713	30,675	100.0%	93.5%	71.0%	

Store Name	Month	Total Minutes with X Shifts Available:										Percent of Minutes with X Shifts Available:				
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Los Altos	2019m5	90	235	13.5	44,640	0	0	0	0	0	9,369	35,271	100.0%	100.0%	79.0%	
Los Altos	2019m6	108	194	13.2	43,200	0	0	0	0	0	9,636	33,564	100.0%	100.0%	77.7%	
Los Altos	2019m7	104	181	13.2	44,640	0	0	0	0	0	6,814	37,826	100.0%	100.0%	84.7%	
Los Altos	2019m8	99	217	12.7	44,640	0	0	0	0	0	2,940	41,700	100.0%	100.0%	93.4%	
Los Altos	2019m9	98	220	15.1	43,200	0	0	0	0	0	1,001	42,199	100.0%	100.0%	97.7%	
Los Altos	2019m10	114	249	23.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Los Altos	2019m11	157	238	23.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Los Altos	2019m12	158	218	27.1	44,640	0	0	0	0	0	0	2,981	41,659	100.0%	100.0%	93.3%
Los Altos	2020m1	167	239	27.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Los Altos	2020m2	172	237	28.7	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Los Altos	2020m3	198	357	36.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Los Altos	2020m4	150	413	29.3	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Los Altos	2020m5	153	464	33.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Los Altos	2020m6	191	519	27.4	43,200	0	0	0	0	0	479	42,721	100.0%	100.0%	98.9%	
Los Altos	2020m7	294	644	29.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Los Altos	2020m8	264	680	32.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Los Altos	2020m9	295	694	30.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Los Altos	2020m10	356	771	41.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Los Altos	2020m11	332	372	24.2	31,083	0	288	308	1,258	724	847	27,658	100.0%	91.7%	89.0%	
Ocean	2018m8	2	6	2.0	1,895	0	952	0	921	10	12	0	100.0%	0.6%	0.0%	
Ocean	2018m9	75	124	9.9	43,200	6,090	2,075	0	0	0	9,789	25,246	85.9%	81.1%	58.4%	
Ocean	2018m10	115	161	13.1	44,640	0	0	0	0	0	12,232	32,408	100.0%	100.0%	72.6%	
Ocean	2018m11	113	147	13.4	43,200	0	635	1,455	4,098	106	4,624	32,282	100.0%	85.4%	74.7%	
Ocean	2018m12	96	165	12.0	44,640	0	778	970	1,670	485	7,188	33,549	100.0%	91.3%	75.2%	
Ocean	2019m1	92	193	10.0	44,640	0	0	0	0	0	23,513	21,127	100.0%	100.0%	47.3%	
Ocean	2019m2	96	197	9.2	40,320	0	0	0	0	0	992	25,695	13,633	100.0%	97.5%	33.8%
Ocean	2019m3	134	211	16.1	44,640	0	0	0	0	0	0	8,389	36,251	100.0%	100.0%	81.2%
Ocean	2019m4	167	216	19.1	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Ocean	2019m5	199	239	22.6	44,640	0	0	0	0	0	0	57	44,583	100.0%	100.0%	99.9%
Ocean	2019m6	143	194	17.8	43,200	0	0	0	0	0	0	7,313	35,887	100.0%	100.0%	83.1%
Ocean	2019m7	128	181	12.4	44,640	0	0	0	0	0	0	6,333	38,307	100.0%	100.0%	85.8%
Ocean	2019m8	114	194	10.6	44,640	0	0	0	0	0	0	19,749	24,891	100.0%	100.0%	55.8%
Ocean	2019m9	123	192	9.6	43,200	0	0	0	0	0	619	24,520	18,061	100.0%	98.6%	41.8%
Ocean	2019m10	142	212	14.9	44,640	0	0	0	0	0	0	201	44,439	100.0%	100.0%	99.5%
Ocean	2019m11	159	205	18.8	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Ocean	2019m12	166	218	25.7	44,640	0	0	0	0	0	0	156	44,484	100.0%	100.0%	99.7%
Ocean	2020m1	156	210	19.1	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m2	131	209	16.0	41,760	0	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%
Ocean	2020m3	176	318	42.5	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m4	125	423	51.5	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Ocean	2020m5	188	486	32.2	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m6	150	480	27.0	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Ocean	2020m7	159	539	31.6	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m8	220	594	28.4	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Ocean	2020m9	224	605	16.2	43,200	0	0	0	0	0	0	4,436	38,764	100.0%	100.0%	89.7%
Ocean	2020m10	226	707	19.6	44,640	0	0	0	0	0	0	1,394	43,246	100.0%	100.0%	96.9%
Ocean	2020m11	192	299	16.3	30,720	0	914	845	505	278	3,170	25,008	100.0%	91.7%	81.4%	
Pacific Coast Hwy	2020m2	164	61	8.7	21,945	0	0	0	27	183	16,380	5,355	100.0%	99.0%	24.4%	
Pacific Coast Hwy	2020m3	168	190	11.5	44,640	0	0	0	248	519	15,275	28,598	100.0%	98.3%	64.1%	
Pacific Coast Hwy	2020m4	124	415	38.5	43,200	0	0	0	0	0	1,180	42,020	100.0%	100.0%	97.3%	
Pacific Coast Hwy	2020m5	223	427	43.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Pacific Coast Hwy	2020m6	185	453	18.3	43,200	0	0	0	333	13	1,319	41,535	100.0%	99.2%	96.1%	
Pacific Coast Hwy	2020m7	227	598	20.5	44,640	0	0	0	0	0	3,942	40,698	100.0%	100.0%	91.2%	
Pacific Coast Hwy	2020m8	279	667	24.5	44,640	0	0	0	0	0	48	44,592	100.0%	100.0%	99.9%	
Pacific Coast Hwy	2020m9	292	676	22.2	43,200	0	0	0	0	0	64	43,136	100.0%	100.0%	99.9%	
Pacific Coast Hwy	2020m10	305	738	31.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Pacific Coast Hwy	2020m11	306	399	27.5	29,898	0	3	1	403	106	1,289	28,096	100.0%	98.3%	94.0%	
Pasadena	2018m8	5	14	3.1	10,080	0	0	0	9,915	23	142	0	100.0%	1.4%	0.0%	
Pasadena	2018m9	41	123	9.1	35,040	0	0	0	0	0	17,212	17,828	100.0%	100.0%	50.9%	
Pasadena	2018m10	48	172	9.5	44,640	0	0	0	30	2,354	19,809	22,447	100.0%	94.7%	50.3%	
Pasadena	2018m11	48	140	7.7	43,200	0	3,057	5,790	4,401	4,773	11,196	13,983	100.0%	58.3%	32.4%	
Pasadena	2018m12	49	163	7.9	44,640	165	2,310	2,868	2,169	7,204	15,030	14,894	99.6%	67.0%	33.4%	
Pasadena	2019m1	52	215	6.6	44,640	140	1,616	1,317	4,527	4,670	24,764	7,606	99.7%	72.5%	17.0%	
Pasadena	2019m2	52	157	3.0	40,320	2,521	4,361	10,587	8,732	6,776	7,326	17	93.7%	18.2%	0.0%	
Pasadena	2019m3	50	189	4.4	44,640	332	552	9,334	8,320	9,565	16,339	198	99.3%	37.0%	0.4%	
Pasadena	2019m4	72	193	6.7	43,200	293	1,061	1,071	1,710	6,870	22,154	10,041	99.3%	74.5%	23.2%	
Pasadena	2019m5	83	204	9.6	44,640	0	165	2,601	1,636	1,794	17,266	21,178	100.0%	86.1%	47.4%	
Pasadena	2019m6	73	201	10.7	43,200	0	0	0	0	51	17,309	25,840	100.0%	99.9%	59.8%	
Pasadena	2019m7	69	194	9.7	44,640	0	0	0	0	177	24,754	19,709	100.0%	99.6%	44.2%	
Pasadena	2019m8	64	204	5.5	45,285	0	0	0	4,102	10,242	27,653	3,288	100.0%	68.3%	7.3%	

Store Name	Month	Active Employees (Picking Up Shifts)		Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:				
		Total Shifts Posted	0 Shifts			1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts		
Pasadena	2019m9	67	206	4.5	42,555	0	1,317	2,977	9,937	10,620	17,416	288	100.0%	41.6%	0.7%	
Pasadena	2019m10	90	270	8.5	44,640	0	0	0	0	2,236	26,655	15,749	100.0%	95.0%	35.3%	
Pasadena	2019m11	96	245	15.1	43,200	0	0	0	0	0	2,883	40,317	100.0%	100.0%	93.3%	
Pasadena	2019m12	94	237	23.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Pasadena	2020m1	83	229	20.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Pasadena	2020m2	87	236	15.5	41,760	0	0	0	0	0	2,603	39,157	100.0%	100.0%	93.8%	
Pasadena	2020m3	98	288	31.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Pasadena	2020m4	175	480	37.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Pasadena	2020m5	189	507	35.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Pasadena	2020m6	143	472	18.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Pasadena	2020m7	167	629	28.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Pasadena	2020m8	187	670	26.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Pasadena	2020m9	238	750	29.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Pasadena	2020m10	248	811	36.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Pasadena	2020m11	210	356	32.1	30,795	0	315	668	202	75	1,138	28,397	100.0%	95.9%	92.2%	
Playa Vista	2018m8	4	18	2.0	10,080	0	0	10,077	1	1	0	100.0%	0.0%	0.0%		
Playa Vista	2018m9	88	112	6.9	35,040	0	0	316	221	13,626	10,931	9,946	100.0%	59.6%	28.4%	
Playa Vista	2018m10	86	166	10.9	44,640	0	0	0	0	0	14,828	29,812	100.0%	100.0%	66.8%	
Playa Vista	2018m11	91	176	14.7	43,200	0	0	0	0	231	12,253	30,716	100.0%	99.5%	71.1%	
Playa Vista	2018m12	85	178	12.4	44,640	0	0	746	2,887	42	9,464	31,501	100.0%	91.8%	70.6%	
Playa Vista	2019m1	78	240	8.4	44,640	0	0	862	1,537	3,333	24,473	14,435	100.0%	87.2%	32.3%	
Playa Vista	2019m2	72	205	7.5	40,320	0	0	0	75	4,254	25,693	10,298	100.0%	89.3%	25.5%	
Playa Vista	2019m3	69	224	14.2	44,640	0	0	0	0	0	11,362	33,278	100.0%	100.0%	74.5%	
Playa Vista	2019m4	89	210	18.5	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Playa Vista	2019m5	116	236	23.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2019m6	120	204	21.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Playa Vista	2019m7	111	218	22.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2019m8	103	229	23.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2019m9	112	252	25.3	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Playa Vista	2019m10	126	274	19.7	44,640	0	0	0	0	0	0	238	44,402	100.0%	100.0%	99.5%
Playa Vista	2019m11	128	244	23.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Playa Vista	2019m12	136	252	35.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2020m1	130	273	33.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2020m2	121	228	29.0	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Playa Vista	2020m3	113	335	30.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2020m4	120	473	49.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Playa Vista	2020m5	133	520	27.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2020m6	92	459	26.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Playa Vista	2020m7	142	515	25.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2020m8	177	569	33.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2020m9	195	642	28.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Playa Vista	2020m10	211	662	37.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Playa Vista	2020m11	175	319	30.1	31,185	0	75	60	75	60	1,172	29,743	100.0%	99.1%	95.4%	
Porter Ranch	2019m8	5	45	4.7	13,305	0	0	0	0	9,947	3,309	49	100.0%	25.2%	0.4%	
Porter Ranch	2019m9	71	187	11.1	43,200	0	0	0	0	0	15,919	27,281	100.0%	63.2%		
Porter Ranch	2019m10	79	270	17.4	44,640	0	0	0	0	75	6,947	37,618	100.0%	99.8%	84.3%	
Porter Ranch	2019m11	115	240	24.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Porter Ranch	2019m12	102	244	33.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Porter Ranch	2020m1	112	257	28.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Porter Ranch	2020m2	112	260	32.6	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Porter Ranch	2020m3	141	353	49.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Porter Ranch	2020m4	118	457	41.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Porter Ranch	2020m5	208	537	52.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Porter Ranch	2020m6	272	532	34.0	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Porter Ranch	2020m7	341	610	31.2	44,640	0	0	0	0	0	0	1,427	43,213	100.0%	96.8%	
Porter Ranch	2020m8	311	621	28.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Porter Ranch	2020m9	339	787	37.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Porter Ranch	2020m10	339	788	45.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Porter Ranch	2020m11	318	402	38.7	30,351	0	707	52	367	185	219	28,821	100.0%	95.7%	95.0%	
Porter Ranch Relocation	2019m5	39	118	9.3	16,185	0	1,440	0	0	1,296	4,173	9,276	100.0%	83.1%	57.3%	
Porter Ranch Relocation	2019m6	45	191	11.2	43,200	0	0	403	300	11,382	31,115	100.0%	98.4%	72.0%		
Porter Ranch Relocation	2019m7	51	175	15.3	44,640	0	0	0	0	8,683	35,957	100.0%	100.0%	80.5%		
Porter Ranch Relocation	2019m8	52	155	9.9	44,640	0	0	0	172	1,714	18,892	23,862	100.0%	95.8%	53.5%	
Porter Ranch Relocation	2019m9	36	25	3.2	8,297	344	540	2,432	797	2,737	1,446	1	95.9%	17.4%	0.0%	
Potrero Hill	2018m9	43	80	7.0	35,035	0	0	6,328	3,747	1	17,116	7,843	100.0%	71.2%	22.4%	
Potrero Hill	2018m10	93	183	9.0	44,640	0	536	4,327	2,918	2,514	12,557	21,788	100.0%	76.9%	48.8%	
Potrero Hill	2018m11	83	158	13.5	43,200	0	4,696	1,229	285	1,370	9,920	25,700	100.0%	82.5%	59.5%	
Potrero Hill	2018m12	81	172	9.6	44,640	0	1,828	2,395	3,808	6,208	9,353	21,048	100.0%	68.1%	47.2%	
Potrero Hill	2019m1	82	196	15.7	44,640	0	0	0	0	871	6,967	36,802	100.0%	98.0%	82.4%	
Potrero Hill	2019m2	81	215	9.4	40,320	0	0	1,794	2,315	3,183	18,807	14,221	100.0%	81.9%	35.3%	

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Potrero Hill	2019m3	98	219	17.0	44,640	0	0	0	0	1,679	42,961	100.0%	100.0%	96.2%		
Potrero Hill	2019m4	149	219	26.1	43,200	0	0	0	0	1,731	41,469	100.0%	100.0%	96.0%		
Potrero Hill	2019m5	194	240	20.8	44,640	0	0	0	0	403	44,237	100.0%	100.0%	99.1%		
Potrero Hill	2019m6	241	216	19.8	43,200	0	0	0	0	1,401	41,799	100.0%	100.0%	96.8%		
Potrero Hill	2019m7	176	193	11.5	44,640	0	0	0	919	686	13,601	29,434	100.0%	96.4%	65.9%	
Potrero Hill	2019m8	157	182	11.8	44,640	0	0	0	0	467	17,581	26,592	100.0%	99.0%	59.6%	
Potrero Hill	2019m9	154	214	14.5	43,200	0	0	0	0	687	575	5,170	36,768	100.0%	97.1%	85.1%
Potrero Hill	2019m10	196	236	16.3	44,640	0	0	0	0	0	165	44,475	100.0%	100.0%	99.6%	
Potrero Hill	2019m11	263	231	31.3	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Potrero Hill	2019m12	330	286	38.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Potrero Hill	2020m1	289	274	36.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Potrero Hill	2020m2	264	266	35.0	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Potrero Hill	2020m3	314	409	56.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Potrero Hill	2020m4	221	442	56.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Potrero Hill	2020m5	309	627	49.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Potrero Hill	2020m6	299	624	33.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Potrero Hill	2020m7	277	588	28.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Potrero Hill	2020m8	413	700	38.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Potrero Hill	2020m9	443	727	32.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Potrero Hill	2020m10	446	785	38.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Potrero Hill	2020m11	400	392	33.3	30,855	0	469	682	49	120	1,105	28,430	100.0%	95.7%	92.1%	
Roseville	2018m10	32	126	4.7	38,248	1,598	3,503	12,734	5,929	2,514	7,568	4,402	95.8%	31.3%	11.5%	
Roseville	2018m11	29	143	4.3	43,200	7,471	11,204	2,644	2,996	2,290	10,163	6,432	82.7%	38.4%	14.9%	
Roseville	2018m12	27	161	2.0	44,640	3,879	25,382	3,610	4,205	4,421	2,248	895	91.3%	7.0%	2.0%	
Roseville	2019m1	29	202	2.7	44,640	4,332	12,585	6,276	8,493	3,028	9,127	799	90.3%	22.2%	1.8%	
Roseville	2019m2	26	225	7.5	40,320	0	0	0	116	5,392	27,559	7,253	100.0%	86.3%	18.0%	
Roseville	2019m3	32	169	3.5	44,640	0	2,548	7,190	15,582	8,175	11,137	8	100.0%	25.0%	0.0%	
Roseville	2019m4	34	159	3.5	43,200	6,643	3,155	6,989	4,439	7,273	14,625	76	84.6%	34.0%	0.2%	
Roseville	2019m5	44	153	6.5	44,640	0	735	1,955	2,829	4,028	29,206	5,887	100.0%	78.6%	13.2%	
Roseville	2019m6	65	155	7.0	43,200	522	63	247	1,796	3,613	31,246	5,713	98.8%	85.6%	13.2%	
Roseville	2019m7	69	174	5.8	44,640	0	1,955	5,423	3,038	1,413	31,575	1,236	100.0%	73.5%	2.8%	
Roseville	2019m8	62	200	10.6	44,640	0	0	0	0	0	14,801	29,839	100.0%	100.0%	66.8%	
Roseville	2019m9	81	180	16.0	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Roseville	2019m10	90	219	14.6	44,640	0	0	0	0	0	0	918	43,722	100.0%	100.0%	97.9%
Roseville	2019m11	88	204	18.8	43,200	0	0	0	0	0	0	737	42,463	100.0%	100.0%	98.3%
Roseville	2019m12	81	216	24.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Roseville	2020m1	89	249	24.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Roseville	2020m2	91	238	25.0	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Roseville	2020m3	109	297	41.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Roseville	2020m4	103	460	60.5	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Roseville	2020m5	161	422	26.3	44,640	0	0	0	0	0	0	75	44,565	100.0%	100.0%	99.8%
Roseville	2020m6	123	319	15.4	43,200	0	0	0	0	0	0	8,508	34,692	100.0%	100.0%	80.3%
Roseville	2020m7	93	375	24.8	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Roseville	2020m8	145	550	25.9	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Roseville	2020m9	218	688	28.2	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Roseville	2020m10	208	705	25.9	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Roseville	2020m11	171	370	19.6	31,185	0	1,587	98	6	122	1,281	28,091	100.0%	94.2%	90.1%	
SOMA	2019m5		18	8.1	1,980	0	0	0	0	0	1,637	343	100.0%	100.0%	17.3%	
SOMA	2019m6	159	110	7.0	43,200	1,332	3,818	1,560	5,571	2,486	18,652	9,781	96.9%	65.8%	22.6%	
SOMA	2019m7	223	173	12.9	44,640	0	0	0	0	0	10,172	34,468	100.0%	100.0%	77.2%	
SOMA	2019m8	189	171	10.4	44,640	0	0	0	0	173	21,186	23,281	100.0%	99.6%	52.2%	
SOMA	2019m9	196	207	17.7	43,200	0	0	0	0	0	5,203	37,997	100.0%	100.0%	88.0%	
SOMA	2019m10	205	253	21.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
SOMA	2019m11	197	201	31.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
SOMA	2019m12	222	241	30.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
SOMA	2020m1	225	241	24.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
SOMA	2020m2	202	249	23.2	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
SOMA	2020m3	230	357	50.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
SOMA	2020m4	278	474	66.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
SOMA	2020m5	453	680	59.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
SOMA	2020m6	360	642	41.8	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
SOMA	2020m7	340	854	57.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
SOMA	2020m8	501	851	63.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
SOMA	2020m9	551	903	58.0	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
SOMA	2020m10	630	971	59.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
SOMA	2020m11	445	379	37.0	30,858	1,360	62	1,031	116	1,014	1,143	26,132	95.6%	88.4%	84.7%	
Sacramento	2018m8	3	10	5.0	10,085	0	0	0	0	0	10,085	0	100.0%	100.0%	0.0%	
Sacramento	2018m9	50	92	5.2	34,920	0	0	1,804	6,961	4,264	20,772	1,119	100.0%	62.7%	3.2%	
Sacramento	2018m10	61	170	8.3	44,640	0	3,232	1,254	2,540	4,508	17,096	16,010	100.0%	74.2%	35.9%	
Sacramento	2018m11	58	153	10.9	43,200	1,604	6,093	384	2,302	1,240	14,894	16,683	96.3%	73.1%	38.6%	

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Sacramento	2018m12	54	190	6.6	44,640	0	450	3,678	9,577	7,670	11,431	11,834	100.0%	52.1%	26.5%
Sacramento	2019m1	55	199	5.0	44,640	0	1,592	3,697	8,594	10,131	16,480	4,146	100.0%	46.2%	9.3%
Sacramento	2019m2	53	192	6.5	40,320	0	0	453	3,220	3,773	29,891	2,983	100.0%	81.5%	7.4%
Sacramento	2019m3	66	200	6.8	44,640	0	0	0	0	3,058	37,117	4,465	100.0%	93.1%	10.0%
Sacramento	2019m4	66	195	8.4	43,200	166	289	3,045	1,251	268	20,948	17,233	99.6%	88.4%	39.9%
Sacramento	2019m5	68	221	10.3	44,640	0	0	0	366	1,050	14,956	28,268	100.0%	96.8%	63.3%
Sacramento	2019m6	97	194	14.0	43,200	0	0	0	0	0	1,682	41,518	100.0%	100.0%	96.1%
Sacramento	2019m7	92	214	16.0	44,640	0	0	0	0	0	5,028	39,612	100.0%	100.0%	88.7%
Sacramento	2019m8	83	210	19.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Sacramento	2019m9	94	231	19.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Sacramento	2019m10	118	248	22.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Sacramento	2019m11	124	240	23.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Sacramento	2019m12	129	271	33.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Sacramento	2020m1	120	293	25.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Sacramento	2020m2	113	249	26.7	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%
Sacramento	2020m3	157	320	39.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Sacramento	2020m4	132	503	52.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Sacramento	2020m5	181	489	26.9	44,640	0	0	0	0	0	1,669	42,971	100.0%	100.0%	96.3%
Sacramento	2020m6	136	391	12.7	43,200	0	0	0	0	1,347	15,140	26,713	100.0%	96.9%	61.8%
Sacramento	2020m7	144	551	16.2	44,640	0	0	0	0	0	1,916	42,724	100.0%	100.0%	95.7%
Sacramento	2020m8	181	662	30.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Sacramento	2020m9	285	704	21.6	43,200	0	0	0	0	0	2,566	40,634	100.0%	100.0%	94.1%
Sacramento	2020m10	257	712	24.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Sacramento	2020m11	205	342	17.2	31,005	323	202	682	409	15	1,765	27,609	99.0%	94.7%	89.0%
San Mateo	2018m10	40	86	7.0	38,249	5,877	6,809	1,284	3,697	1,107	4,264	15,211	84.6%	50.9%	39.8%
San Mateo	2018m11	66	109	8.5	43,200	5,782	6,606	690	2,163	3,303	10,659	13,997	86.6%	57.1%	32.4%
San Mateo	2018m12	87	135	5.9	44,640	4,600	8,629	5,561	3,377	2,994	11,147	8,332	89.7%	43.6%	18.7%
San Mateo	2019m1	58	166	2.1	44,640	7,736	11,914	10,747	7,539	1,601	5,084	19	82.7%	11.4%	0.0%
San Mateo	2019m2	60	177	3.7	40,320	775	6,641	6,590	8,455	4,713	12,767	379	98.1%	32.6%	0.9%
San Mateo	2019m3	47	191	5.5	44,640	3,377	7,969	3,046	3,309	3,025	14,783	9,131	92.4%	53.6%	20.5%
San Mateo	2019m4	57	158	7.5	43,200	0	2,524	884	3,905	4,588	18,970	12,329	100.0%	72.5%	28.5%
San Mateo	2019m5	83	199	10.0	44,640	0	0	0	0	1,035	21,077	22,528	100.0%	97.7%	50.5%
San Mateo	2019m6	121	181	10.3	43,200	0	0	0	165	450	20,572	22,013	100.0%	98.6%	51.0%
San Mateo	2019m7	134	167	11.1	44,640	0	0	0	0	0	14,439	30,201	100.0%	100.0%	67.7%
San Mateo	2019m8	124	192	10.9	44,640	0	0	0	0	352	17,918	26,370	100.0%	99.2%	59.1%
San Mateo	2019m9	103	243	17.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
San Mateo	2019m10	144	242	22.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
San Mateo	2019m11	194	195	26.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
San Mateo	2019m12	203	190	29.3	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
San Mateo	2020m1	200	195	28.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
San Mateo	2020m2	192	222	36.4	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%
San Mateo	2020m3	231	294	36.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
San Mateo	2020m4	152	431	46.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
San Mateo	2020m5	149	447	33.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
San Mateo	2020m6	158	454	23.8	43,200	0	0	0	0	0	343	42,857	100.0%	100.0%	99.2%
San Mateo	2020m7	182	622	32.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
San Mateo	2020m8	195	661	45.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
San Mateo	2020m9	272	776	56.8	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
San Mateo	2020m10	255	738	47.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
San Mateo	2020m11	214	332	38.2	29,376	0	87	424	233	391	1,091	27,150	100.0%	96.1%	92.4%
Stevens Creek	2018m8	2	6	0.0	2,704	2,702	0	0	1	1	0	0	0.1%	0.0%	0.0%
Stevens Creek	2018m9	144	89	4.5	42,394	2	35	22,355	592	975	15,078	3,357	100.0%	43.5%	7.9%
Stevens Creek	2018m10	144	166	8.6	44,640	230	988	1,618	5,589	3,255	16,967	15,993	99.5%	73.8%	35.8%
Stevens Creek	2018m11	130	152	11.4	43,502	1,242	3,243	1,689	1,796	3,546	13,283	18,703	97.1%	73.5%	43.0%
Stevens Creek	2018m12	125	212	11.9	44,338	0	949	2,355	3,505	2,518	10,062	24,949	100.0%	79.0%	56.3%
Stevens Creek	2019m1	137	199	9.5	44,640	165	153	222	2,033	1,478	22,915	17,674	99.6%	99.9%	39.6%
Stevens Creek	2019m2	130	215	10.9	40,320	0	0	662	2,617	14,424	22,617	100.0%	91.9%	56.1%	
Stevens Creek	2019m3	106	215	11.7	44,640	0	0	0	407	13,646	30,587	100.0%	99.1%	68.5%	
Stevens Creek	2019m4	115	171	12.0	43,200	0	0	0	0	0	12,296	30,904	100.0%	100.0%	71.5%
Stevens Creek	2019m5	156	220	15.8	44,640	0	0	0	0	0	3,060	41,580	100.0%	100.0%	93.1%
Stevens Creek	2019m6	212	175	11.8	43,200	0	450	659	305	200	10,774	30,812	100.0%	96.3%	71.3%
Stevens Creek	2019m7	217	187	19.4	44,640	0	0	0	0	0	6,774	37,866	100.0%	100.0%	84.8%
Stevens Creek	2019m8	204	199	16.6	44,640	0	0	0	0	0	646	43,994	100.0%	100.0%	98.6%
Stevens Creek	2019m9	213	191	23.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Stevens Creek	2019m10	254	221	27.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Stevens Creek	2019m11	325	188	26.8	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Stevens Creek	2019m12	345	188	33.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Stevens Creek	2020m1	333	200	30.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Stevens Creek	2020m2	317	221	38.8	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%
Stevens Creek	2020m3	333	390	56.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%

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Stevens Creek	2020m4	341	523	65.5	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Stevens Creek	2020m5	474	562	61.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Stevens Creek	2020m6	411	567	40.0	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Stevens Creek	2020m7	389	707	43.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Stevens Creek	2020m8	424	790	71.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Stevens Creek	2020m9	506	826	41.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Stevens Creek	2020m10	547	897	49.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Stevens Creek	2020m11	509	421	38.6	30,975	0	430	808	127	563	586	28,461	100.0%	93.8%	91.9%	
Thousand Oaks	2018m9	25	66	0.5	19,440	11,537	6,894	979	17	5	8	0	40.7%	0.0%	0.0%	
Thousand Oaks	2018m10	24	118	1.3	44,640	11,970	18,358	9,133	3,174	1,183	822	0	73.2%	1.8%	0.0%	
Thousand Oaks	2018m11	22	91	3.5	43,200	16,554	5,285	3,323	3,163	2,105	6,119	6,651	61.7%	29.6%	15.4%	
Thousand Oaks	2018m12	19	120	2.6	44,640	19,167	2,874	6,866	4,587	4,509	4,519	2,118	57.1%	14.9%	4.7%	
Thousand Oaks	2019m1	19	168	2.0	44,640	11,510	7,355	10,672	7,016	4,724	3,288	75	74.2%	7.5%	0.2%	
Thousand Oaks	2019m2	18	154	3.3	40,320	2,352	6,681	7,218	8,774	6,606	8,633	56	94.2%	21.6%	0.1%	
Thousand Oaks	2019m3	16	180	4.1	44,640	294	3,492	9,398	8,774	6,396	14,746	1,540	99.3%	36.5%	3.4%	
Thousand Oaks	2019m4	21	163	5.4	43,200	0	1,604	4,705	4,522	4,932	23,871	3,566	100.0%	63.5%	8.3%	
Thousand Oaks	2019m5	44	181	11.5	44,640	0	0	0	0	602	13,903	30,135	100.0%	98.7%	67.5%	
Thousand Oaks	2019m6	36	162	7.8	43,200	0	0	450	758	3,948	26,966	11,078	100.0%	88.1%	25.6%	
Thousand Oaks	2019m7	35	199	15.3	44,640	0	0	0	0	0	184	44,456	100.0%	100.0%	99.6%	
Thousand Oaks	2019m8	37	191	12.6	44,640	0	0	0	0	165	6,974	37,501	100.0%	99.6%	84.0%	
Thousand Oaks	2019m9	59	174	19.4	43,200	0	0	0	0	0	170	43,030	100.0%	100.0%	99.6%	
Thousand Oaks	2019m10	67	206	14.6	44,640	0	0	0	0	0	3,845	40,795	100.0%	100.0%	91.4%	
Thousand Oaks	2019m11	63	173	19.1	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Thousand Oaks	2019m12	61	179	22.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Thousand Oaks	2020m1	75	188	17.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Thousand Oaks	2020m2	73	186	22.7	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Thousand Oaks	2020m3	87	237	39.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Thousand Oaks	2020m4	74	406	46.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Thousand Oaks	2020m5	142	464	29.6	44,640	0	0	0	0	0	337	44,303	100.0%	100.0%	99.2%	
Thousand Oaks	2020m6	120	390	14.7	43,200	0	0	467	639	734	3,641	37,719	100.0%	95.7%	87.3%	
Thousand Oaks	2020m7	149	480	15.4	44,640	0	0	0	0	346	4,548	39,746	100.0%	99.2%	89.0%	
Thousand Oaks	2020m8	160	613	26.0	44,640	0	0	0	0	0	675	43,965	100.0%	100.0%	98.5%	
Thousand Oaks	2020m9	168	598	22.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Thousand Oaks	2020m10	185	603	23.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Thousand Oaks	2020m11	171	315	18.3	31,245	0	135	466	254	762	2,566	27,062	100.0%	94.8%	86.6%	
Torrance	2018m8	5	14	3.6	1,920	0	0	0	1,397	1	522	0	100.0%	27.2%	0.0%	
Torrance	2018m9	34	111	11.0	43,200	0	0	0	8,160	0	10,063	24,977	100.0%	81.1%	57.8%	
Torrance	2018m10	55	162	9.7	44,640	0	0	0	0	2,909	17,636	24,095	100.0%	93.5%	54.0%	
Torrance	2018m11	54	150	11.8	43,200	0	0	2,646	3,092	3,652	11,232	22,578	100.0%	78.3%	52.3%	
Torrance	2018m12	54	153	8.9	44,640	0	0	0	165	4,124	26,499	13,852	100.0%	90.4%	31.0%	
Torrance	2019m1	50	191	5.7	44,640	0	784	1,506	7,305	8,981	24,218	1,846	100.0%	58.4%	4.1%	
Torrance	2019m2	49	159	6.4	40,320	0	0	2,247	3,979	2,126	28,911	3,057	100.0%	79.3%	7.6%	
Torrance	2019m3	50	160	7.9	44,640	0	0	0	2,882	73	30,926	10,759	100.0%	93.4%	24.1%	
Torrance	2019m4	52	172	9.0	43,200	0	0	0	165	233	24,536	18,266	100.0%	99.1%	42.3%	
Torrance	2019m5	71	190	8.7	44,640	0	0	0	0	3,311	24,811	16,518	100.0%	92.6%	37.0%	
Torrance	2019m6	95	169	14.9	43,200	0	0	0	0	0	6,645	36,555	100.0%	100.0%	84.6%	
Torrance	2019m7	94	189	12.6	44,640	0	0	0	0	0	5,662	38,978	100.0%	100.0%	87.3%	
Torrance	2019m8	83	161	10.1	44,640	0	0	0	0	0	18,172	26,468	100.0%	100.0%	59.3%	
Torrance	2019m9	113	189	13.6	43,200	0	0	0	0	0	4,913	38,287	100.0%	100.0%	88.6%	
Torrance	2019m10	129	233	20.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Torrance	2019m11	132	203	20.8	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Torrance	2019m12	140	232	28.6	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Torrance	2020m1	129	227	16.8	44,640	0	0	0	0	0	0	1,491	43,149	100.0%	100.0%	96.7%
Torrance	2020m2	124	214	15.2	41,760	0	0	0	0	0	0	133	41,627	100.0%	100.0%	99.7%
Torrance	2020m3	121	260	28.4	44,640	0	0	0	0	0	0	5,004	39,636	100.0%	100.0%	88.8%
Torrance	2020m4	152	467	57.1	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Torrance	2020m5	155	476	36.3	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Torrance	2020m6	105	347	14.5	43,200	0	0	0	0	1,349	7,354	34,497	100.0%	96.9%	79.9%	
Torrance	2020m7	130	398	23.3	44,640	0	0	0	0	0	0	18	44,622	100.0%	100.0%	100.0%
Torrance	2020m8	192	508	26.3	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Torrance	2020m9	187	552	26.4	43,200	0	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Torrance	2020m10	224	663	31.0	44,640	0	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%
Torrance	2020m11	168	263	21.3	30,744	16	68	1,038	42	502	320	28,758	99.9%	94.6%	93.5%	
Venice	2019m6	49	63	6.2	23,385	178	1,709	1,921	2,693	2,575	10,195	4,114	99.2%	61.2%	17.6%	
Venice	2019m7	73	130	4.8	44,640	0	0	4,281	7,180	5,687	26,971	521	100.0%	61.6%	1.2%	
Venice	2019m8	72	142	6.8	44,640	0	0	2,840	4,873	4,420	22,785	9,722	100.0%	72.8%	21.8%	
Venice	2019m9	77	176	13.7	43,200	0	0	0	0	0	0	14,836	28,364	100.0%	100.0%	65.7%
Venice	2019m10	95	218	14.2	44,640	0	0	0	0	0	0	9,851	34,789	100.0%	100.0%	77.9%
Venice	2019m11	109	177	17.9	43,200	0	0	0	0	0	0	389	42,811	100.0%	100.0%	99.1%
Venice	2019m12	105	191	23.2	44,640	0	0	0	0	0	0	2,462	42,178	100.0%	100.0%	94.5%

Store Name	Month	Active Employees (Picking Up Shifts)	Total Shifts Posted	Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:				
						0 Shifts	1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts	
Venice	2020m1	94	208	19.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Venice	2020m2	98	202	21.3	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Venice	2020m3	175	243	26.5	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Venice	2020m4	123	422	47.4	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Venice	2020m5	164	494	39.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Venice	2020m6	139	438	25.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Venice	2020m7	187	489	22.9	44,640	0	0	0	0	0	0	713	43,927	100.0%	100.0%	98.4%
Venice	2020m8	234	636	19.7	44,640	0	0	0	0	0	0	1,248	43,392	100.0%	100.0%	97.2%
Venice	2020m9	259	673	14.6	43,200	0	0	0	333	162	7,703	35,002	100.0%	98.9%	81.0%	
Venice	2020m10	257	746	24.9	44,640	0	0	0	0	22	2,002	42,616	100.0%	100.0%	95.5%	
Venice	2020m11	236	404	22.8	31,185	0	644	61	673	81	1,016	28,710	100.0%	95.3%	92.1%	
West Los Angeles	2019m6	33	70	2.9	23,385	1,681	8,253	6,859	2,224	1,839	339	2,190	92.8%	10.8%	9.4%	
West Los Angeles	2019m7	79	132	3.7	44,640	3,157	4,521	5,178	7,672	8,039	16,067	6	92.9%	36.0%	0.0%	
West Los Angeles	2019m8	71	140	6.0	44,640	0	341	623	5,512	9,987	21,636	6,541	100.0%	63.1%	14.7%	
West Los Angeles	2019m9	77	175	14.3	43,200	0	0	0	0	3	5,486	37,711	100.0%	100.0%	87.3%	
West Los Angeles	2019m10	78	200	15.6	44,640	0	0	0	0	0	3,973	40,667	100.0%	100.0%	91.1%	
West Los Angeles	2019m11	103	150	15.0	43,200	0	0	0	0	0	6,520	36,680	100.0%	100.0%	84.9%	
West Los Angeles	2019m12	96	200	18.5	44,640	0	0	0	0	0	3,069	41,571	100.0%	100.0%	93.1%	
West Los Angeles	2020m1	81	179	18.1	44,640	0	0	0	0	0	75	44,565	100.0%	100.0%	99.8%	
West Los Angeles	2020m2	84	178	22.0	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
West Los Angeles	2020m3	122	236	30.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
West Los Angeles	2020m4	95	399	38.5	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
West Los Angeles	2020m5	155	474	28.1	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
West Los Angeles	2020m6	141	422	17.6	43,200	0	0	225	18	1,507	5,545	35,905	100.0%	95.9%	83.1%	
West Los Angeles	2020m7	166	517	18.9	44,640	0	0	0	0	118	6,693	37,829	100.0%	99.7%	84.7%	
West Los Angeles	2020m8	178	583	14.5	44,640	0	0	0	130	167	9,346	34,997	100.0%	99.3%	78.4%	
West Los Angeles	2020m9	224	591	15.7	43,200	0	0	0	0	0	8,243	34,957	100.0%	100.0%	80.9%	
West Los Angeles	2020m10	244	643	24.2	44,640	0	0	0	0	0	75	44,565	100.0%	100.0%	99.8%	
West Los Angeles	2020m11	194	338	16.9	30,480	0	1,000	64	254	702	2,288	26,172	100.0%	93.4%	85.9%	
Ygnacio Valley Road	2018m10	44	109	3.4	38,249	13,697	5,027	4,544	3,634	2,923	5,479	2,945	64.2%	22.0%	7.7%	
Ygnacio Valley Road	2018m11	34	151	2.2	43,200	9,553	5,023	20,326	1,356	1,305	5,299	338	77.9%	13.0%	0.8%	
Ygnacio Valley Road	2018m12	22	115	1.5	45,735	7,181	22,611	8,397	3,850	1,162	2,532	2	84.3%	5.5%	0.0%	
Ygnacio Valley Road	2019m1	25	196	2.4	43,545	4,989	16,029	4,497	6,714	5,338	5,855	123	88.5%	13.7%	0.3%	
Ygnacio Valley Road	2019m2	26	169	2.9	40,320	1,179	9,787	8,615	6,795	8,540	5,340	64	97.1%	13.4%	0.2%	
Ygnacio Valley Road	2019m3	39	174	2.4	44,640	7,421	6,489	14,186	7,345	3,447	5,677	75	83.4%	12.9%	0.2%	
Ygnacio Valley Road	2019m4	41	165	2.8	43,200	4,093	9,622	8,837	10,354	2,236	6,480	1,578	90.5%	18.7%	3.7%	
Ygnacio Valley Road	2019m5	65	190	6.7	44,640	1,034	1,668	4,006	2,775	2,202	22,685	10,270	97.7%	73.8%	23.0%	
Ygnacio Valley Road	2019m6	92	167	11.2	43,200	0	0	0	0	196	10,298	32,706	100.0%	99.5%	75.7%	
Ygnacio Valley Road	2019m7	74	178	11.9	44,640	0	0	0	0	0	9,030	35,610	100.0%	100.0%	79.8%	
Ygnacio Valley Road	2019m8	71	162	7.6	44,640	0	0	0	1,552	4,733	28,512	9,843	100.0%	85.9%	22.0%	
Ygnacio Valley Road	2019m9	70	204	8.3	43,200	0	0	0	1,826	3,607	27,177	10,590	100.0%	87.4%	24.5%	
Ygnacio Valley Road	2019m10	110	223	20.6	44,640	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2019m11	105	187	23.0	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2019m12	129	181	27.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m1	124	246	23.7	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m2	121	194	25.7	41,760	0	0	0	0	0	0	41,760	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m3	159	235	36.9	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m4	122	455	45.0	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m5	238	533	43.0	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m6	208	559	33.7	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m7	243	614	36.4	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m8	310	689	47.2	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m9	328	703	44.9	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m10	313	828	32.8	44,640	0	0	0	0	0	0	44,640	100.0%	100.0%	100.0%	
Ygnacio Valley Road	2020m11	336	425	28.2	30,975	0	158	22	151	104	1,479	29,061	100.0%	98.6%	93.8%	

Appendix Table 2
Shift Availability Summary by Store and Month
Non-Gold Posting Types Only

Store Name	Month	Active Employees (Picking Up Shifts)		Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:			
		Total Shifts Posted	0 Shifts			1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts	
Beverly Hills	2018m12	69	97	4.6	37,939	7,293	6,870	1,738	1,187	7,140	7,592	6,119	80.8%	36.1%	16.1%
Beverly Hills	2019m1	54	167	1.2	44,640	14,223	13,941	11,499	3,337	1,626	13	1	68.1%	0.0%	0.0%
Beverly Hills	2019m2	47	138	2.1	40,320	3,987	11,340	12,789	5,665	3,347	3,192	0	90.1%	7.9%	0.0%
Beverly Hills	2019m3	43	128	2.7	44,640	1,136	6,684	16,173	10,030	5,800	4,817	0	97.5%	10.8%	0.0%
Beverly Hills	2019m4	55	125	3.1	43,200	1,468	5,131	11,045	10,546	6,853	8,157	0	96.6%	18.9%	0.0%
Beverly Hills	2019m5	80	118	5.0	44,640	197	537	4,978	5,828	4,973	27,036	1,091	99.6%	63.0%	2.4%
Beverly Hills	2019m6	80	112	5.3	43,200	2	2,394	2,571	3,292	5,660	27,311	1,970	100.0%	67.8%	4.6%
Beverly Hills	2019m7	71	142	4.8	44,640	0	0	3,569	7,236	11,896	20,292	1,647	100.0%	49.1%	3.7%
Beverly Hills	2019m8	86	129	5.5	44,640	0	0	492	5,342	5,965	32,813	28	100.0%	73.6%	0.1%
Beverly Hills	2019m9	105	116	6.0	43,200	0	0	650	2,989	7,865	29,568	2,128	100.0%	73.4%	4.9%
Beverly Hills	2019m10	127	163	6.9	44,640	0	0	773	2,206	5,926	26,333	9,402	100.0%	80.1%	21.1%
Beverly Hills	2019m11	165	173	12.0	43,200	0	0	0	0	510	21,144	21,546	100.0%	98.8%	49.9%
Beverly Hills	2019m12	173	225	22.7	44,640	0	0	311	398	98	14,805	29,028	100.0%	98.2%	65.0%
Beverly Hills	2020m1	173	173	12.6	44,640	0	0	0	0	417	19,828	24,395	100.0%	99.1%	54.6%
Beverly Hills	2020m2	169	188	8.8	41,760	0	0	0	164	609	25,969	15,018	100.0%	98.1%	36.0%
Beverly Hills	2020m3	208	218	11.1	44,640	0	0	0	0	208	12,116	32,316	100.0%	99.5%	72.4%
Beverly Hills	2020m4	146	362	16.2	43,200	0	0	0	0	257	2,748	40,195	100.0%	99.4%	93.0%
Beverly Hills	2020m5	189	325	7.0	44,640	0	1,918	4,328	4,313	3,258	17,663	13,160	100.0%	69.0%	29.5%
Beverly Hills	2020m6	171	358	6.1	43,200	165	290	2,876	4,266	7,899	20,942	6,762	99.6%	64.1%	15.7%
Beverly Hills	2020m7	190	465	11.2	44,640	1,073	1,432	2,170	2,184	2,233	13,369	22,179	97.6%	79.6%	49.7%
Beverly Hills	2020m8	216	616	14.0	44,640	0	67	655	549	1,097	9,968	32,304	100.0%	94.7%	72.4%
Beverly Hills	2020m9	255	594	11.7	43,200	0	0	146	755	1,836	13,448	27,015	100.0%	93.7%	62.5%
Beverly Hills	2020m10	270	691	16.7	44,640	116	79	302	376	141	5,735	37,891	99.7%	97.7%	84.9%
Beverly Hills	2020m11	209	401	15.1	31,185	0	75	309	830	646	3,151	26,174	100.0%	94.0%	83.9%
Blossom Hill	2019m2	36	23	7.5	12,196	0	0	0	3,211	3,036	655	5,294	100.0%	48.8%	43.4%
Blossom Hill	2019m3	57	144	6.4	44,640	1,423	1,770	2,580	4,826	3,769	22,137	8,135	96.8%	67.8%	18.2%
Blossom Hill	2019m4	64	130	2.7	43,200	5,764	9,017	7,005	6,757	6,381	8,253	23	86.7%	19.2%	0.1%
Blossom Hill	2019m5	85	136	5.1	44,640	607	551	4,060	7,544	5,775	26,034	69	98.6%	58.5%	0.2%
Blossom Hill	2019m6	107	135	6.7	43,200	620	56	963	1,217	3,024	32,627	4,693	98.6%	86.4%	10.9%
Blossom Hill	2019m7	113	135	5.1	44,640	0	1,557	725	5,403	12,229	21,963	2,763	100.0%	55.4%	6.2%
Blossom Hill	2019m8	93	120	4.6	44,640	0	1,748	2,984	8,015	6,891	24,985	17	100.0%	56.0%	0.0%
Blossom Hill	2019m9	95	128	5.8	43,200	0	0	1,336	1,565	7,498	31,556	1,245	100.0%	75.9%	2.9%
Blossom Hill	2019m10	125	145	5.7	44,640	0	0	2,688	3,996	8,823	25,996	3,137	100.0%	65.3%	7.0%
Blossom Hill	2019m11	154	122	10.4	43,200	0	0	165	604	823	23,396	18,212	100.0%	96.3%	42.2%
Blossom Hill	2019m12	165	169	19.6	44,640	0	0	91	74	810	15,942	27,723	100.0%	97.8%	62.1%
Blossom Hill	2020m1	173	146	10.1	44,640	0	82	73	259	1,049	26,577	16,600	100.0%	96.7%	37.2%
Blossom Hill	2020m2	162	131	6.5	41,760	0	165	315	1,363	3,264	33,659	2,994	100.0%	87.8%	7.2%
Blossom Hill	2020m3	239	213	12.8	44,640	0	0	0	110	311	12,393	31,826	100.0%	99.1%	71.3%
Blossom Hill	2020m4	177	358	19.0	43,200	0	502	459	1,663	750	4,361	35,465	100.0%	92.2%	82.1%
Blossom Hill	2020m5	344	331	12.5	44,640	0	0	963	855	1,804	12,605	28,413	100.0%	91.9%	63.6%
Blossom Hill	2020m6	321	372	7.0	43,200	1,890	877	3,626	3,552	4,118	18,509	10,628	95.6%	67.4%	24.6%
Blossom Hill	2020m7	277	416	8.5	44,640	495	640	1,629	2,801	2,900	20,521	15,654	98.9%	81.0%	35.1%
Blossom Hill	2020m8	309	520	19.6	44,640	0	0	0	3	359	6,035	38,243	100.0%	99.2%	85.7%
Blossom Hill	2020m9	428	563	11.9	43,200	0	0	845	815	1,375	16,158	24,007	100.0%	93.0%	55.6%
Blossom Hill	2020m10	431	578	14.6	44,640	0	0	0	324	800	10,760	32,756	100.0%	97.5%	73.4%
Blossom Hill	2020m11	312	368	14.7	31,185	0	632	73	805	576	2,506	26,593	100.0%	93.3%	85.3%
Brea	2018m9	21	48	0.8	20,622	11,416	5,409	1,709	1,013	1,072	3	0	44.6%	0.0%	0.0%
Brea	2018m10	31	118	1.7	44,640	12,552	12,880	6,292	5,789	2,682	4,443	2	71.9%	10.0%	0.0%
Brea	2018m11	28	88	1.9	43,200	15,860	10,346	4,230	4,598	3,840	3,610	716	63.3%	10.0%	1.7%
Brea	2018m12	19	103	1.0	44,640	22,080	10,705	6,043	2,102	2,966	743	1	50.5%	1.7%	0.0%
Brea	2019m1	23	145	0.4	44,640	33,948	6,791	2,621	1,275	2	2	1	24.0%	0.0%	0.0%
Brea	2019m2	25	110	1.3	40,320	9,451	15,400	11,170	3,567	729	3	0	76.6%	0.0%	0.0%
Brea	2019m3	22	107	0.5	44,640	26,675	14,806	2,298	860	1	0	0	40.2%	0.0%	0.0%
Brea	2019m4	27	110	0.8	43,200	18,855	20,054	1,774	993	1,521	3	0	56.4%	0.0%	0.0%
Brea	2019m5	31	120	3.0	44,640	6,423	4,879	6,619	9,895	5,852	10,971	1	85.6%	24.6%	0.0%
Brea	2019m6	32	111	1.9	43,200	8,430	10,984	9,235	9,189	3,117	2,244	1	80.5%	5.2%	0.0%
Brea	2019m7	25	121	1.5	44,640	6,180	15,731	18,118	4,210	386	15	0	86.2%	0.0%	0.0%
Brea	2019m8	25	105	1.6	44,640	11,476	12,743	8,373	9,933	691	1,423	1	74.3%	3.2%	0.0%
Brea	2019m9	38	121	3.0	43,200	782	5,647	11,324	10,640	7,658	7,133	16	98.2%	16.5%	0.0%
Brea	2019m10	37	109	2.6	44,640	8,685	7,781	6,971	5,675	6,466	9,060	2	80.5%	20.3%	0.0%
Brea	2019m11	48	135	6.3	43,200	0	2,384	6,655	3,836	5,516	14,878	9,931	100.0%	57.4%	23.0%
Brea	2019m12	58	166	12.8	44,640	0	46	618	1,912	2,538	10,069	29,457	100.0%	88.5%	66.0%
Brea	2020m1	60	110	6.3	44,640	1,295	1,183	4,773	6,567	4,025	16,350	10,447	97.1%	60.0%	23.4%
Brea	2020m2	61	104	3.6	41,760	1,679	2,726	8,523	11,177	4,812	12,504	339	96.0%	30.8%	0.8%
Brea	2020m3	61	116	7.2	44,640	0	0	0	441	3,554	32,055	8,590	100.0%	91.1%	19.2%
Brea	2020m4	62	275	14.3	43,200	0	0	88	79	811	14,392	27,830	100.0%	97.7%	64.4%

Store Name	Month	Total Minutes with X Shifts Available:										Percent of Minutes with X Shifts Available:			
		Active Employees (Picking Up Shifts)	Total Shifts Posted	Average Available Shifts at Any Minute	Total Possible Minutes	0 Shifts	1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts
Brea	2020m5	99	251	9.9	44,640	6,162	5,295	1,497	3,605	1,246	7,284	19,551	86.2%	60.1%	43.8%
Brea	2020m6	65	152	1.2	43,200	21,433	11,454	1,563	3,774	1,648	3,246	82	50.4%	7.7%	0.2%
Brea	2020m7	65	204	2.8	44,640	7,165	9,303	7,512	6,642	3,777	8,738	1,503	83.9%	22.9%	3.4%
Brea	2020m8	66	195	2.0	44,640	12,823	7,457	9,677	7,070	4,252	3,358	3	71.3%	7.5%	0.0%
Brea	2020m9	101	236	1.9	43,200	12,314	5,262	10,216	7,967	5,109	2,327	5	71.5%	5.4%	0.0%
Brea	2020m10	168	375	4.7	44,640	2,403	6,860	4,648	4,900	4,125	19,108	2,596	94.6%	48.6%	5.8%
Brea	2020m11	96	173	5.0	29,165	806	1,919	637	865	8,264	16,503	171	97.2%	57.2%	0.6%
Castro	2018m9	78	66	5.2	20,624	81	1,659	1,502	2,936	3,401	9,618	1,427	99.6%	53.6%	6.9%
Castro	2018m10	105	125	2.6	44,640	10,579	8,184	4,583	2,675	11,404	7,207	8	76.3%	16.2%	0.0%
Castro	2018m11	108	100	9.0	43,200	397	5,626	7,907	3,469	2,287	9,399	14,115	99.1%	54.4%	32.7%
Castro	2018m12	105	100	4.9	44,640	5,502	5,721	6,866	3,234	3,565	13,081	6,671	87.7%	44.2%	14.9%
Castro	2019m1	97	129	3.5	44,640	3,726	6,637	7,013	9,633	2,501	14,343	787	91.7%	33.9%	1.8%
Castro	2019m2	102	121	5.1	40,320	563	1,935	2,664	5,813	7,504	19,385	2,456	98.6%	54.2%	6.1%
Castro	2019m3	126	136	4.7	44,640	1,062	4,367	5,377	6,889	7,795	15,320	3,830	97.6%	42.9%	8.6%
Castro	2019m4	149	126	3.9	43,200	590	2,489	6,750	11,551	7,032	14,780	8	98.6%	34.2%	0.0%
Castro	2019m5	208	141	6.3	44,640	340	647	1,513	3,288	4,838	28,083	5,931	99.2%	76.2%	13.3%
Castro	2019m6	226	144	8.0	43,200	0	165	295	129	962	31,157	10,492	100.0%	96.4%	24.3%
Castro	2019m7	212	127	6.5	44,640	0	0	1,382	3,379	2,431	32,805	4,643	100.0%	83.9%	10.4%
Castro	2019m8	198	147	5.3	44,640	0	165	1,679	4,282	6,169	31,737	608	100.0%	72.5%	1.4%
Castro	2019m9	217	187	8.4	43,200	0	0	165	244	2,835	23,146	16,810	100.0%	92.5%	38.9%
Castro	2019m10	221	158	7.4	44,640	0	156	17	396	802	36,837	6,432	100.0%	96.9%	14.4%
Castro	2019m11	255	165	9.7	43,200	0	433	457	1,632	2,698	20,654	17,326	100.0%	87.9%	40.1%
Castro	2019m12	259	250	22.5	44,640	0	0	0	0	15	14,682	29,943	100.0%	100.0%	67.1%
Castro	2020m1	246	179	12.6	44,640	0	151	132	150	1,259	20,184	22,764	100.0%	96.2%	51.0%
Castro	2020m2	235	209	9.2	41,760	0	0	0	676	306	21,738	19,040	100.0%	97.6%	45.6%
Castro	2020m3	262	283	12.9	44,640	0	70	231	9	448	7,683	36,199	100.0%	98.3%	81.1%
Castro	2020m4	138	354	15.5	43,200	167	34	701	676	1,996	9,146	30,480	99.6%	91.7%	70.6%
Castro	2020m5	201	390	7.8	44,640	404	5,799	4,237	2,379	4,192	12,149	15,480	99.1%	61.9%	34.7%
Castro	2020m6	175	374	4.5	43,200	1,843	6,662	5,472	4,780	6,327	13,726	4,390	95.7%	41.9%	10.2%
Castro	2020m7	203	408	6.4	44,640	1,227	2,752	5,463	6,565	5,098	14,628	8,907	97.3%	52.7%	20.0%
Castro	2020m8	240	493	10.8	44,640	0	0	1,042	1,401	3,185	18,001	21,011	100.0%	87.4%	47.1%
Castro	2020m9	302	543	10.0	43,200	277	308	992	5,050	2,181	17,468	16,924	99.4%	79.6%	39.2%
Castro	2020m10	326	621	14.5	44,640	0	0	343	92	2,366	12,346	29,493	100.0%	93.7%	66.1%
Castro	2020m11	298	388	13.6	29,894	0	418	256	450	318	5,388	23,064	100.0%	95.2%	77.2%
Downtown LA	2018m9	60	76	3.8	20,625	1,631	581	4,242	4,315	3,491	6,355	10	92.1%	30.9%	0.0%
Downtown LA	2018m10	84	155	2.8	45,457	4,664	6,228	9,217	10,148	8,433	6,752	15	89.7%	14.9%	0.0%
Downtown LA	2018m11	82	125	8.1	42,383	879	4,108	7,545	4,097	3,097	8,845	13,812	97.9%	53.5%	32.6%
Downtown LA	2018m12	77	141	4.4	44,640	4,846	5,145	6,350	8,644	4,969	9,639	5,047	89.1%	32.9%	11.3%
Downtown LA	2019m1	75	179	3.1	44,640	5,206	5,809	10,757	4,821	5,986	12,060	1	88.3%	27.0%	0.0%
Downtown LA	2019m2	73	154	4.2	40,320	607	4,584	3,209	6,672	6,700	17,843	705	98.5%	46.0%	1.7%
Downtown LA	2019m3	83	175	3.9	44,640	868	3,030	6,146	11,464	7,781	15,350	1	98.1%	34.4%	0.0%
Downtown LA	2019m4	98	156	4.3	43,200	1,476	1,821	4,650	7,281	9,388	18,565	19	96.6%	43.0%	0.0%
Downtown LA	2019m5	123	167	6.3	44,640	0	0	1,325	3,416	5,151	30,800	3,948	100.0%	77.8%	8.8%
Downtown LA	2019m6	116	131	7.0	43,200	0	735	870	724	4,120	29,900	6,851	100.0%	85.1%	15.9%
Downtown LA	2019m7	106	176	5.5	44,640	0	364	3,019	1,385	7,232	32,161	479	100.0%	73.1%	1.1%
Downtown LA	2019m8	95	130	4.6	44,640	189	940	2,781	6,606	10,366	23,747	11	99.6%	53.2%	0.0%
Downtown LA	2019m9	116	146	5.5	43,200	0	243	752	3,535	6,591	31,881	198	100.0%	74.3%	0.5%
Downtown LA	2019m10	142	138	5.0	44,640	812	630	2,083	8,174	6,682	25,683	576	98.2%	58.8%	1.3%
Downtown LA	2019m11	172	146	10.9	43,200	0	56	215	253	1,230	26,296	15,150	100.0%	95.9%	35.1%
Downtown LA	2019m12	142	169	19.5	44,640	0	0	463	428	2,435	13,601	27,713	100.0%	92.5%	62.1%
Downtown LA	2020m1	129	137	9.1	44,640	376	613	1,186	1,641	2,738	27,755	10,331	99.2%	85.3%	23.1%
Downtown LA	2020m2	131	157	6.7	41,760	0	0	258	575	4,272	33,810	2,845	100.0%	87.8%	6.8%
Downtown LA	2020m3	179	230	11.4	44,640	0	0	0	0	168	14,010	30,462	100.0%	99.6%	68.2%
Downtown LA	2020m4	144	348	14.5	43,200	0	0	0	343	1,542	8,354	32,961	100.0%	95.6%	76.3%
Downtown LA	2020m5	243	385	14.5	44,640	0	0	291	853	1,021	13,336	29,139	100.0%	95.2%	65.3%
Downtown LA	2020m6	191	314	4.4	43,200	2,829	9,213	6,068	5,310	4,252	9,539	5,989	93.5%	35.9%	13.9%
Downtown LA	2020m7	201	455	9.2	44,640	213	2,075	3,732	2,740	1,869	16,061	17,950	99.5%	76.2%	40.2%
Downtown LA	2020m8	241	537	11.2	44,640	0	0	0	374	1,902	17,220	25,144	100.0%	94.9%	56.3%
Downtown LA	2020m9	257	559	7.6	43,200	0	0	736	4,386	5,541	21,187	11,350	100.0%	75.3%	26.3%
Downtown LA	2020m10	267	653	11.6	44,640	0	0	621	1,146	3,769	11,683	27,421	100.0%	87.6%	61.4%
Downtown LA	2020m11	240	418	17.1	30,819	0	51	317	719	1,064	2,591	26,077	100.0%	93.0%	84.6%
Fairfax	2019m5	22	8.8	1,980	0	0	0	0	0	1,637	343	100.0%	100.0%	17.3%	
Fairfax	2019m6	118	118	8.6	43,200	274	208	1,288	1,646	1,868	23,776	14,140	99.4%	87.8%	32.7%
Fairfax	2019m7	142	132	6.2	44,640	0	1,440	1,416	3,081	4,745	29,160	4,798	100.0%	76.1%	10.7%
Fairfax	2019m8	120	117	6.7	44,640	0	24	610	2,973	4,222	32,927	3,884	100.0%	82.5%	8.7%
Fairfax	2019m9	148	130	7.7	43,200	0	0	101	664	3,650	28,705	10,080	100.0%	89.8%	23.3%
Fairfax	2019m10	160	127	6.6	44,640	0	156	291	2,536	2,849	35,123	3,685	100.0%	86.9%	8.3%
Fairfax	2019m11	166	149	11.9	43,200	0	0	155	754	4,155	18,223	19,913	100.0%	88.3%	46.1%
Fairfax	2019m12	159	193	21.6	44,640	0	66	400	1,980	1,125	13,355	27,714	100.0%	92.0%	62.1%
Fairfax	2020m1	153	137	11.0	44,640	0	0	63	271	503	27,358	16,445	100.0%	98.1%	36.8%

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Fairfax	2020m2	153	145	7.3	41,760	0	273	942	829	1,724	29,513	8,479	100.0%	91.0%	20.3%	
Fairfax	2020m3	201	202	11.9	44,640	0	0	0	18	11,159	33,463	100.0%	100.0%	75.0%		
Fairfax	2020m4	202	310	14.8	43,200	0	0	0	0	0	5,809	37,391	100.0%	100.0%	86.6%	
Fairfax	2020m5	243	328	8.7	44,640	492	27	1,597	3,493	1,760	20,371	16,900	98.9%	83.5%	37.9%	
Fairfax	2020m6	196	359	4.4	43,200	4,761	2,489	7,628	4,049	5,921	15,376	2,976	89.0%	42.5%	6.9%	
Fairfax	2020m7	239	483	13.3	44,640	288	456	857	1,209	4,381	11,440	26,009	99.4%	83.9%	58.3%	
Fairfax	2020m8	298	595	13.3	44,640	0	472	53	278	2,037	10,427	31,373	100.0%	93.6%	70.3%	
Fairfax	2020m9	330	594	11.0	43,200	451	439	1,594	1,753	1,346	14,827	22,790	99.0%	87.1%	52.8%	
Fairfax	2020m10	359	678	19.8	44,640	0	432	48	271	442	5,439	38,008	100.0%	97.3%	85.1%	
Fairfax	2020m11	283	389	16.1	31,245	0	450	315	0	1,079	4,080	25,321	100.0%	94.1%	81.0%	
Franklin	2019m5		22	8.8	1,980	0	0	0	0	1,637	343	100.0%	100.0%	17.3%		
Franklin	2019m6	250	130	8.9	43,200	0	369	656	1,175	2,289	25,079	13,632	100.0%	89.6%	31.6%	
Franklin	2019m7	287	137	6.8	44,640	776	558	34	2,958	6,570	26,571	7,173	98.3%	75.6%	16.1%	
Franklin	2019m8	253	123	7.7	44,640	0	0	959	1,795	620	29,889	11,377	100.0%	92.4%	25.5%	
Franklin	2019m9	228	173	11.2	43,200	0	0	0	4	147	18,651	24,398	100.0%	99.7%	56.5%	
Franklin	2019m10	287	207	12.6	44,640	0	0	0	0	156	13,763	30,721	100.0%	99.7%	68.8%	
Franklin	2019m11	235	135	10.6	43,200	0	0	0	155	890	23,340	18,815	100.0%	97.6%	43.6%	
Franklin	2019m12	232	194	19.3	44,640	0	0	0	366	502	14,797	28,975	100.0%	98.1%	64.9%	
Franklin	2020m1	256	152	10.9	44,640	0	0	155	424	1,214	23,590	19,257	100.0%	96.0%	43.1%	
Franklin	2020m2	212	191	8.5	41,760	0	0	706	1,068	275	25,437	14,274	100.0%	95.1%	34.2%	
Franklin	2020m3	212	242	11.7	44,640	0	0	76	187	100	8,081	36,196	100.0%	99.2%	81.1%	
Franklin	2020m4	105	254	6.8	43,200	467	1,786	1,374	4,413	8,147	16,522	10,491	98.9%	62.5%	24.3%	
Franklin	2020m5	145	322	7.2	44,640	76	1,001	4,550	3,192	4,731	18,583	12,507	99.8%	69.6%	28.0%	
Franklin	2020m6	108	266	2.4	43,200	10,225	6,526	8,036	8,227	4,178	5,414	594	76.3%	13.9%	1.4%	
Franklin	2020m7	107	284	3.3	44,640	3,916	9,202	12,077	6,867	2,451	7,511	2,616	91.2%	22.7%	5.9%	
Franklin	2020m8	121	360	4.6	44,640	3,408	4,794	6,945	9,182	3,564	11,040	5,707	92.4%	37.5%	12.8%	
Franklin	2020m9	159	420	6.7	43,200	1,409	3,895	4,646	5,905	3,961	12,424	10,960	96.7%	54.1%	25.4%	
Franklin	2020m10	150	420	4.3	44,640	3,560	2,823	5,040	6,154	7,075	18,602	1,386	92.0%	44.8%	3.1%	
Franklin	2020m11	129	232	4.8	29,545	0	3,611	3,979	3,096	4,865	13,461	533	100.0%	47.4%	1.8%	
Fremont Mowry	2018m10	27	98	3.8	38,248	13,802	7,553	2,875	1,905	307	6,774	5,032	63.9%	30.9%	13.2%	
Fremont Mowry	2018m11	22	124	3.9	43,200	7,757	6,027	9,798	7,843	1,829	4,747	5,199	82.0%	23.0%	12.0%	
Fremont Mowry	2018m12	25	123	2.2	44,640	10,498	10,809	5,529	5,241	7,532	5,025	6	76.5%	11.3%	0.0%	
Fremont Mowry	2019m1	28	131	0.9	44,640	23,359	10,917	5,289	2,186	1,091	1,797	1	47.7%	4.0%	0.0%	
Fremont Mowry	2019m2	23	100	1.2	40,320	9,551	18,407	7,487	3,079	1,793	3	0	76.3%	0.0%	0.0%	
Fremont Mowry	2019m3	26	127	2.7	44,640	3,094	5,074	16,959	7,070	5,272	7,171	0	93.1%	16.1%	0.0%	
Fremont Mowry	2019m4	31	105	1.2	43,200	10,445	18,604	10,701	3,438	7	5	0	75.8%	0.0%	0.0%	
Fremont Mowry	2019m5	40	127	2.6	44,640	3,460	9,796	13,017	4,286	5,340	8,741	0	92.2%	19.6%	0.0%	
Fremont Mowry	2019m6	42	112	3.8	43,200	1,997	2,562	3,289	9,562	11,420	14,363	7	95.4%	33.3%	0.0%	
Fremont Mowry	2019m7	48	118	2.7	44,640	1,570	5,234	12,326	14,138	9,214	2,157	1	96.5%	4.8%	0.0%	
Fremont Mowry	2019m8	53	135	3.0	44,640	2,839	7,233	8,141	10,982	6,945	8,496	4	93.6%	19.0%	0.0%	
Fremont Mowry	2019m9	55	117	4.4	43,200	0	666	4,225	7,958	10,616	19,727	8	100.0%	45.7%	0.0%	
Fremont Mowry	2019m10	78	133	5.1	44,640	0	219	2,842	3,504	9,774	28,262	39	100.0%	63.4%	0.1%	
Fremont Mowry	2019m11	83	117	9.3	43,200	0	197	538	946	5,214	21,431	14,874	100.0%	84.0%	34.4%	
Fremont Mowry	2019m12	91	136	17.8	44,640	0	0	0	60	2,130	12,797	29,653	100.0%	95.1%	66.4%	
Fremont Mowry	2020m1	89	118	9.2	44,640	0	0	1	164	2,185	29,800	12,490	100.0%	94.7%	28.0%	
Fremont Mowry	2020m2	82	110	7.2	41,760	0	0	510	787	2,060	34,338	4,065	100.0%	92.0%	9.7%	
Fremont Mowry	2020m3	89	139	7.9	44,640	241	375	1,384	820	2,803	25,832	13,185	99.5%	87.4%	29.5%	
Fremont Mowry	2020m4	80	316	14.8	43,200	0	425	828	1,245	8,599	32,103	100.0%	94.2%	74.3%		
Fremont Mowry	2020m5	118	283	7.9	44,640	564	2,424	3,581	4,514	6,223	12,045	15,289	98.7%	61.2%	34.2%	
Fremont Mowry	2020m6	103	309	5.4	43,200	1,336	6,124	4,510	5,026	4,400	14,808	6,996	96.9%	50.5%	16.2%	
Fremont Mowry	2020m7	121	355	7.0	44,640	1,455	4,165	1,939	4,303	5,402	15,546	11,830	96.7%	61.3%	26.5%	
Fremont Mowry	2020m8	138	402	7.2	44,640	0	2,509	3,627	4,396	4,156	19,369	10,583	100.0%	67.1%	23.7%	
Fremont Mowry	2020m9	146	397	5.1	43,200	518	4,688	3,900	6,277	9,048	12,927	5,842	98.8%	43.4%	13.5%	
Fremont Mowry	2020m10	143	421	5.8	44,640	2,347	5,990	3,405	3,951	1,358	18,356	9,233	94.7%	61.8%	20.7%	
Fremont Mowry	2020m11	126	230	5.9	30,619	2,170	1,097	3,357	3,914	3,437	10,418	6,226	92.9%	54.4%	20.3%	
Gilman	2018m12	66	80	4.6	39,034	6,606	8,307	2,708	4,227	3,401	9,869	4,462	84.5%	36.7%	11.4%	
Gilman	2019m1	60	132	1.9	43,545	16,713	7,445	5,188	2,964	4,479	6,753	3	61.6%	15.5%	0.0%	
Gilman	2019m2	52	116	3.2	40,320	3,876	6,736	5,848	8,191	5,088	9,373	1,208	90.4%	26.2%	3.0%	
Gilman	2019m3	53	142	5.5	44,640	0	835	2,293	5,122	6,749	27,436	2,205	100.0%	66.4%	4.9%	
Gilman	2019m4	76	131	4.2	43,200	165	2,526	8,934	5,445	8,365	16,613	1,152	99.6%	41.1%	2.7%	
Gilman	2019m5	104	157	5.8	44,640	681	1,140	3,798	4,296	4,538	25,792	4,395	98.5%	67.6%	9.8%	
Gilman	2019m6	121	122	7.6	43,200	0	289	167	1,599	2,689	29,117	9,339	100.0%	89.0%	21.6%	
Gilman	2019m7	116	128	6.9	44,640	0	794	1,278	1,830	3,440	29,625	7,673	100.0%	83.6%	17.2%	
Gilman	2019m8	105	129	5.8	44,640	0	330	1,412	2,703	5,179	33,972	1,044	100.0%	78.4%	2.3%	
Gilman	2019m9	102	155	9.0	43,200	0	0	0	166	477	25,149	17,408	100.0%	98.5%	40.3%	
Gilman	2019m10	128	158	7.0	44,640	0	0	179	614	3,523	34,347	5,977	100.0%	90.3%	13.4%	
Gilman	2019m11	253	147	13.4	43,200	0	0	0	0	165	10,856	32,179	100.0%	99.6%	74.5%	
Gilman	2019m12	245	182	21.1	44,640	0	733	232	4	457	12,905	30,309	100.0%	96.8%	67.9%	
Gilman	2020m1	278	155	11.7	44,640	0	0	0	0	541	15,608	28,491	100.0%	98.8%	63.8%	
Gilman	2020m2	223	159													

Store Name	Month	Total Minutes with X Shifts Available:										Percent of Minutes with X Shifts Available:			
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Gilman	2020m3	271	287	14.8	44,640	0	0	0	0	188	5,951	38,501	100.0%	99.6%	86.2%
Gilman	2020m4	285	385	25.2	43,200	0	0	0	0	0	0	43,200	100.0%	100.0%	100.0%
Gilman	2020m5	385	375	12.5	44,640	41	1,549	1,686	2,538	2,025	11,040	25,761	99.9%	82.4%	57.7%
Gilman	2020m6	292	403	8.9	43,200	0	250	856	2,705	3,278	21,659	14,452	100.0%	83.6%	33.5%
Gilman	2020m7	276	526	15.1	44,640	32	954	2,218	2,210	1,523	8,246	29,457	99.9%	84.5%	66.0%
Gilman	2020m8	399	640	20.5	44,640	0	0	236	116	66	3,914	40,308	100.0%	99.1%	90.3%
Gilman	2020m9	492	704	16.2	43,200	0	0	378	114	252	6,489	35,967	100.0%	98.3%	83.3%
Gilman	2020m10	495	819	20.2	44,640	0	0	0	0	0	6,087	38,553	100.0%	100.0%	86.4%
Gilman	2020m11	427	446	19.5	30,720	0	164	76	881	102	1,925	27,572	100.0%	96.0%	89.8%
Glendale	2019m5		20	6.8	1,980	0	0	0	0	1,637	0	343	100.0%	17.3%	17.3%
Glendale	2019m6	143	119	8.5	43,200	0	165	1,299	1,638	1,643	26,889	11,566	100.0%	89.0%	26.8%
Glendale	2019m7	150	130	6.8	44,640	460	915	1,806	1,829	3,760	28,594	7,276	99.0%	80.4%	16.3%
Glendale	2019m8	145	139	6.3	44,640	0	165	644	2,361	5,841	32,333	3,296	100.0%	79.8%	7.4%
Glendale	2019m9	182	166	8.1	43,200	0	0	0	36	1,841	29,526	11,797	100.0%	95.7%	27.3%
Glendale	2019m10	219	141	7.4	44,640	0	0	425	597	1,392	36,687	5,539	100.0%	94.6%	12.4%
Glendale	2019m11	260	145	12.3	43,200	0	0	0	981	306	19,187	22,726	100.0%	97.0%	52.6%
Glendale	2019m12	245	184	22.9	44,640	0	366	102	69	538	10,712	32,853	100.0%	97.6%	73.6%
Glendale	2020m1	220	148	11.2	44,640	0	0	0	61	94	17,040	27,445	100.0%	99.7%	61.5%
Glendale	2020m2	220	138	9.1	41,760	0	0	0	58	231	26,330	15,141	100.0%	99.3%	36.3%
Glendale	2020m3	298	220	12.0	44,640	0	0	0	0	156	10,513	33,971	100.0%	99.7%	76.1%
Glendale	2020m4	198	337	13.2	43,200	0	0	104	122	1,069	7,372	34,533	100.0%	97.0%	79.9%
Glendale	2020m5	272	352	10.8	44,640	0	0	1,616	907	1,277	13,540	27,300	100.0%	91.5%	61.2%
Glendale	2020m6	262	336	6.1	43,200	488	2,121	3,064	6,681	7,016	15,342	8,488	98.9%	55.2%	19.6%
Glendale	2020m7	302	443	9.8	44,640	0	321	446	1,870	3,765	19,879	18,359	100.0%	85.7%	41.1%
Glendale	2020m8	319	588	18.0	44,640	0	0	0	0	3	2,179	42,458	100.0%	100.0%	95.1%
Glendale	2020m9	369	570	11.1	43,200	0	375	784	903	1,731	15,821	23,586	100.0%	91.2%	54.6%
Glendale	2020m10	381	635	13.1	44,640	0	381	224	765	1,267	10,579	31,424	100.0%	94.1%	70.4%
Glendale	2020m11	324	393	17.0	30,856	159	217	389	815	83	3,330	25,863	99.5%	94.6%	83.8%
Harrison	2018m9	85	61	3.9	20,625	777	552	2,208	7,012	3,772	6,150	154	96.2%	30.6%	0.7%
Harrison	2018m10	105	106	3.0	44,640	8,427	8,430	5,811	3,101	5,853	13,012	6	81.1%	29.2%	0.0%
Harrison	2018m11	111	109	9.8	43,200	2,277	1,721	3,253	2,021	4,498	14,333	15,097	94.7%	68.1%	34.9%
Harrison	2018m12	83	108	4.1	45,735	6,977	2,623	4,635	4,315	9,778	15,232	2,175	84.7%	38.1%	4.8%
Harrison	2019m1	84	134	2.8	43,545	9,982	6,924	6,224	6,640	5,182	7,809	784	77.1%	19.7%	1.8%
Harrison	2019m2	74	108	3.6	40,320	997	6,091	4,628	8,681	8,161	11,753	9	97.5%	29.2%	0.0%
Harrison	2019m3	84	149	3.9	44,640	1,251	5,335	7,918	7,867	5,068	17,145	56	97.2%	38.5%	0.1%
Harrison	2019m4	104	124	3.4	43,200	3,352	7,935	4,920	7,252	6,381	13,352	8	92.2%	30.9%	0.0%
Harrison	2019m5	137	158	6.0	44,640	1,098	616	1,808	3,870	6,201	26,721	4,326	97.5%	69.5%	9.7%
Harrison	2019m6	166	123	6.5	43,200	1,295	1,136	2,134	3,826	4,178	21,352	9,279	97.0%	70.9%	21.5%
Harrison	2019m7	150	125	5.9	44,640	0	261	1,246	3,018	9,812	25,577	4,726	100.0%	67.9%	10.6%
Harrison	2019m8	122	106	4.2	44,640	189	535	9,043	8,566	9,128	16,219	960	99.6%	38.5%	2.2%
Harrison	2019m9	113	128	5.7	43,200	0	342	2,730	3,439	5,767	29,434	1,488	100.0%	71.6%	3.4%
Harrison	2019m10	138	131	5.8	44,640	0	29	1,399	4,772	7,509	28,679	2,252	100.0%	69.3%	5.0%
Harrison	2019m11	134	126	9.1	43,200	0	0	411	1,708	3,105	22,822	15,154	100.0%	87.9%	35.1%
Harrison	2019m12	138	155	18.9	44,640	0	0	155	177	597	13,761	29,950	100.0%	97.9%	67.1%
Harrison	2020m1	156	119	10.1	44,640	0	0	0	310	1,691	23,355	19,284	100.0%	95.5%	43.2%
Harrison	2020m2	130	125	7.9	41,760	0	165	464	740	705	30,661	9,025	100.0%	95.0%	21.6%
Harrison	2020m3	171	190	12.1	44,640	0	0	0	0	617	7,198	36,825	100.0%	98.6%	82.5%
Harrison	2020m4	128	332	19.0	43,200	0	1,257	228	682	1,620	5,871	33,542	100.0%	91.2%	77.6%
Harrison	2020m5	199	390	15.2	44,640	0	0	0	563	1,365	13,303	29,409	100.0%	95.7%	65.9%
Harrison	2020m6	174	494	15.3	43,200	0	0	7	99	296	9,139	33,659	100.0%	99.1%	77.9%
Harrison	2020m7	212	633	26.4	44,640	0	0	0	0	0	2,892	41,748	100.0%	100.0%	93.5%
Harrison	2020m8	260	635	20.0	44,640	0	0	496	126	34	3,555	40,429	100.0%	98.5%	90.6%
Harrison	2020m9	308	645	11.8	43,200	0	0	214	1,081	2,179	16,445	23,281	100.0%	92.0%	53.9%
Harrison	2020m10	340	655	15.0	44,640	0	0	202	1,779	1,969	10,054	30,636	100.0%	91.2%	68.6%
Harrison	2020m11	298	404	16.6	29,870	0	326	426	743	494	3,353	24,528	100.0%	93.3%	82.1%
Hillcrest	2018m9	60	62	3.8	20,610	1,757	412	3,885	3,135	3,951	7,469	1	91.5%	36.2%	0.0%
Hillcrest	2018m10	82	126	2.8	44,640	5,805	13,067	6,569	4,731	2,164	12,299	5	87.0%	27.6%	0.0%
Hillcrest	2018m11	84	117	8.4	43,200	2,361	6,824	3,830	4,947	3,645	8,751	12,842	94.5%	50.0%	29.7%
Hillcrest	2018m12	86	117	4.8	44,640	1,264	4,253	12,036	3,398	5,022	12,067	6,600	97.2%	41.8%	14.8%
Hillcrest	2019m1	81	161	2.6	44,640	7,258	8,808	10,872	4,300	4,280	9,121	1	83.7%	20.4%	0.0%
Hillcrest	2019m2	80	137	3.5	40,320	2,159	4,555	6,276	9,705	6,280	10,538	807	94.6%	28.1%	2.0%
Hillcrest	2019m3	73	155	4.2	44,640	0	1,598	6,406	7,915	11,732	16,975	14	100.0%	38.1%	0.0%
Hillcrest	2019m4	89	168	4.0	43,200	794	3,199	5,787	7,496	7,940	17,970	14	98.2%	41.6%	0.0%
Hillcrest	2019m5	96	185	5.6	44,640	0	260	2,039	8,355	4,941	25,266	3,779	100.0%	65.1%	8.5%
Hillcrest	2019m6	111	181	7.8	43,200	49	116	765	654	2,673	28,642	10,301	99.9%	90.1%	23.8%
Hillcrest	2019m7	118	201	6.4	44,640	0	1,473	1,867	3,097	6,966	25,191	6,046	100.0%	70.0%	13.5%
Hillcrest	2019m8	107	152	5.2	44,640	0	756	2,140	3,533	8,632	29,028	551	100.0%	66.3%	1.2%
Hillcrest	2019m9	138	204	5.9	43,200	360	857	736	1,566	6,887	31,842	952	99.2%	75.9%	2.2%
Hillcrest	2019m10	136	174	6.3	44,640	0	0	1,233	2,576	3,535	33,289	4,007	100.0%	83.5%	9.0%
Hillcrest	2019m11	158	202	11.0	43,200	0	0	200	1,314	221	24,270	17,195	100.0%	96.0%	39.8%

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Hillcrest	2019m12	142	256	18.6	44,640	0	0	430	2,457	1,666	11,382	28,705	100.0%	89.8%	64.3%
Hillcrest	2020m1	142	197	10.4	44,640	0	0	445	427	503	24,257	19,008	100.0%	96.9%	42.6%
Hillcrest	2020m2	140	186	9.0	41,760	0	0	619	422	888	22,250	17,581	100.0%	95.4%	42.1%
Hillcrest	2020m3	161	246	10.4	44,640	0	0	0	331	783	17,390	26,136	100.0%	97.5%	58.5%
Hillcrest	2020m4	137	328	13.4	43,200	0	0	1,212	2,368	2,406	10,528	26,686	100.0%	86.1%	61.8%
Hillcrest	2020m5	175	315	7.0	44,640	489	7,109	4,603	3,476	2,175	14,129	12,659	98.9%	60.0%	28.4%
Hillcrest	2020m6	86	122	1.3	43,200	21,832	11,517	1,931	1,544	838	5,536	2	49.5%	12.8%	0.0%
Hillcrest	2020m7	131	331	8.3	44,640	6,567	4,443	3,661	2,048	2,682	9,794	15,445	85.3%	56.5%	34.6%
Hillcrest	2020m8	235	413	7.9	44,640	468	746	3,697	6,341	4,514	16,264	12,610	99.0%	64.7%	28.2%
Hillcrest	2020m9	247	479	7.4	43,200	0	1,963	1,813	7,454	4,384	16,118	11,468	100.0%	63.9%	26.5%
Hillcrest	2020m10	286	594	13.1	44,640	0	255	48	884	1,477	9,968	32,008	100.0%	94.0%	71.7%
Hillcrest	2020m11	211	338	11.9	31,050	0	473	68	377	673	7,421	22,038	100.0%	94.9%	71.0%
Irvine	2019m5		16	16.0	343	0	0	0	0	0	0	343	100.0%	100.0%	100.0%
Irvine	2019m6	78	114	4.6	43,200	5,558	2,172	3,892	5,630	7,337	14,926	3,685	87.1%	43.1%	8.5%
Irvine	2019m7	75	128	3.9	44,640	0	5,092	5,907	6,457	10,935	16,242	7	100.0%	36.4%	0.0%
Irvine	2019m8	73	124	3.9	44,640	772	2,053	6,411	6,849	16,733	11,812	10	98.3%	26.5%	0.0%
Irvine	2019m9	78	132	5.2	43,200	0	2,783	1,053	3,102	9,657	25,706	899	100.0%	61.6%	2.1%
Irvine	2019m10	76	121	4.3	44,640	0	2,042	3,996	7,743	11,640	18,554	665	100.0%	43.1%	1.5%
Irvine	2019m11	81	106	7.4	43,200	0	0	757	1,065	3,731	28,288	9,359	100.0%	87.1%	21.7%
Irvine	2019m12	81	131	13.6	44,640	0	138	60	1,917	1,148	13,665	27,712	100.0%	92.7%	62.1%
Irvine	2020m1	85	116	8.3	44,640	0	0	445	664	809	30,772	11,950	100.0%	95.7%	26.8%
Irvine	2020m2	93	110	6.2	41,760	112	54	282	2,746	4,998	31,673	1,895	99.7%	80.4%	4.5%
Irvine	2020m3	99	128	7.9	44,640	0	477	1,389	907	1,890	29,111	10,866	100.0%	89.6%	24.3%
Irvine	2020m4	150	286	12.8	43,200	0	0	0	0	5	7,510	35,685	100.0%	100.0%	82.6%
Irvine	2020m5	174	309	5.6	44,640	0	3,894	3,485	6,542	4,643	21,077	4,999	100.0%	58.4%	11.2%
Irvine	2020m6	162	308	3.6	43,200	2,484	6,823	9,534	4,583	7,022	10,808	1,946	94.3%	29.5%	4.5%
Irvine	2020m7	185	415	10.1	44,640	0	90	272	3,180	3,265	18,567	19,266	100.0%	84.8%	43.2%
Irvine	2020m8	197	438	9.4	44,640	0	145	1,180	1,435	4,388	20,557	16,935	100.0%	84.0%	37.9%
Irvine	2020m9	222	421	8.0	43,200	7	1,989	3,249	3,816	3,960	15,426	14,753	100.0%	69.9%	34.2%
Irvine	2020m10	258	482	10.8	44,640	35	504	960	2,376	4,512	10,200	26,053	99.9%	81.2%	58.4%
Irvine	2020m11	215	326	11.5	31,050	0	75	502	1,653	1,478	6,493	20,849	100.0%	88.1%	67.1%
Jamboree	2018m9	53	63	3.1	20,622	835	3,972	4,350	4,177	2,488	4,799	1	96.0%	23.3%	0.0%
Jamboree	2018m10	67	117	2.2	44,640	8,876	12,861	6,090	6,059	4,695	6,057	2	80.1%	13.6%	0.0%
Jamboree	2018m11	70	106	6.6	43,200	2,056	8,197	7,352	2,105	4,897	7,660	10,933	95.2%	43.0%	25.3%
Jamboree	2018m12	66	110	3.0	44,640	1,789	15,659	5,558	5,657	5,336	9,831	810	96.0%	23.8%	1.8%
Jamboree	2019m1	72	129	1.4	44,640	16,686	10,911	6,526	5,504	3,126	1,887	0	62.6%	4.2%	0.0%
Jamboree	2019m2	66	100	2.6	40,320	3,703	7,657	11,131	7,056	4,407	6,366	0	90.8%	15.8%	0.0%
Jamboree	2019m3	73	146	2.3	44,640	9,846	10,161	6,781	5,757	5,616	6,478	1	77.9%	14.5%	0.0%
Jamboree	2019m4	78	128	2.8	43,200	203	6,753	11,241	14,510	5,603	4,888	2	99.5%	11.3%	0.0%
Jamboree	2019m5	90	127	5.1	44,640	133	821	5,345	9,175	24,570	1,144	99.7%	57.6%	2.6%	
Jamboree	2019m6	99	113	5.1	43,200	1,503	1,230	3,553	6,058	5,899	23,906	1,051	96.5%	57.8%	2.4%
Jamboree	2019m7	106	126	4.5	44,640	0	352	5,562	9,828	7,669	21,220	9	100.0%	47.6%	0.0%
Jamboree	2019m8	102	108	3.3	45,335	3,306	4,980	5,630	8,443	12,130	10,840	6	92.7%	23.9%	0.0%
Jamboree	2019m9	97	114	4.2	42,505	664	3,155	3,194	7,326	11,136	16,765	265	98.4%	40.1%	0.6%
Jamboree	2019m10	98	110	5.3	44,640	177	229	1,715	3,514	6,754	31,788	463	99.6%	72.2%	1.0%
Jamboree	2019m11	103	107	8.0	43,200	0	1	763	2,858	1,690	25,531	12,357	100.0%	87.7%	28.6%
Jamboree	2019m12	119	136	17.5	44,640	406	162	236	529	1,266	14,325	27,716	99.1%	94.2%	62.1%
Jamboree	2020m1	122	109	9.8	44,640	0	0	52	103	608	27,164	16,713	100.0%	98.3%	37.4%
Jamboree	2020m2	126	107	7.2	41,760	0	55	182	2,100	2,806	31,433	5,184	100.0%	87.7%	12.4%
Jamboree	2020m3	138	138	10.3	44,640	0	0	0	76	361	19,228	24,975	100.0%	99.0%	55.9%
Jamboree	2020m4	111	302	14.0	43,200	26	2,359	277	2,732	2,019	1,634	34,153	99.9%	82.8%	79.1%
Jamboree	2020m5	172	302	7.2	44,640	3,806	2,088	3,132	1,920	3,805	15,278	14,611	91.5%	67.0%	32.7%
Jamboree	2020m6	125	224	2.0	43,200	10,999	11,891	6,291	4,622	4,923	4,460	14	74.5%	10.4%	0.0%
Jamboree	2020m7	165	328	6.8	44,640	3,755	4,575	4,741	1,918	2,944	16,532	10,175	91.6%	59.8%	22.8%
Jamboree	2020m8	192	375	7.7	44,640	1,861	503	1,689	4,535	5,747	17,365	12,940	95.8%	67.9%	29.0%
Jamboree	2020m9	183	376	4.6	43,200	4,219	5,037	7,503	4,607	3,816	12,609	5,409	90.2%	41.7%	12.5%
Jamboree	2020m10	172	375	3.6	44,640	3,917	7,742	5,214	5,300	3,904	18,540	23	91.2%	41.6%	0.1%
Jamboree	2020m11	118	157	5.2	30,975	2,180	1,494	1,106	3,522	4,096	18,040	537	93.0%	60.0%	1.7%
La Jolla	2018m9	45	50	3.2	20,610	190	2,091	5,714	2,601	6,534	3,479	1	99.1%	16.9%	0.0%
La Jolla	2018m10	53	104	2.8	45,632	10,934	6,965	8,631	2,454	6,047	9,589	1,012	76.0%	23.2%	2.2%
La Jolla	2018m11	50	91	5.7	44,743	4,691	11,642	2,754	1,523	6,885	6,890	10,358	89.5%	38.5%	23.1%
La Jolla	2018m12	38	86	1.6	42,105	11,181	14,945	5,907	979	7,855	1,237	1	73.4%	2.9%	0.0%
La Jolla	2019m1	40	125	0.4	44,640	27,774	14,479	2,383	1	1	1	1	37.8%	0.0%	0.0%
La Jolla	2019m2	31	109	1.5	40,320	10,168	13,545	8,901	2,934	3,544	1,228	0	74.8%	3.0%	0.0%
La Jolla	2019m3	30	117	1.2	44,640	18,355	10,742	5,483	7,219	1,850	991	0	58.9%	2.2%	0.0%
La Jolla	2019m4	38	108	1.3	43,200	14,272	12,068	9,453	5,253	2,073	81	0	67.0%	0.2%	0.0%
La Jolla	2019m5	56	133	3.6	44,640	2,955	4,033	5,992	5,880	9,826	15,937	17	93.4%	35.7%	0.0%
La Jolla	2019m6	63	130	3.2	43,200	3,532	6,200	7,537	7,405	7,906	10,610	10	91.8%	24.6%	0.0%
La Jolla	2019m7	68	155	3.1	44,640	1,111	1,839	9,480	16,512	11,420	4,271	7	97.5%	9.6%	0.0%
La Jolla	2019m8	74	135	3.3	44,640	178	2,422	11,002	10,231	13,938	6,861	8	99.6%	15.4%	0.0%

Store Name	Month	Total Minutes with X Shifts Available:										Percent of Minutes with X Shifts Available:			
		Active Employees (Picking Up Shifts)	Total Shifts Posted	Average Available Shifts at Any Minute	Total Possible Minutes	0 Shifts	1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts
La Jolla	2019m9	78	137	3.5	43,200	0	4,503	6,394	10,822	12,041	9,431	9	100.0%	21.9%	0.0%
La Jolla	2019m10	92	167	5.0	44,640	0	446	2,154	4,677	7,892	29,451	20	100.0%	66.0%	0.0%
La Jolla	2019m11	90	170	8.9	43,200	0	1	1,763	357	4,742	24,432	11,905	100.0%	84.1%	27.6%
La Jolla	2019m12	87	224	11.8	44,640	0	735	2,203	4,652	1,218	6,110	29,722	100.0%	80.3%	66.6%
La Jolla	2020m1	92	196	7.3	44,640	0	0	0	1,473	3,500	30,743	8,924	100.0%	88.9%	20.0%
La Jolla	2020m2	88	169	5.0	41,760	396	1,501	1,521	5,876	10,377	21,570	519	99.1%	52.9%	1.2%
La Jolla	2020m3	94	230	10.3	44,640	0	0	0	331	593	21,402	22,314	100.0%	97.9%	50.0%
La Jolla	2020m4	74	312	13.2	43,200	0	0	257	978	1,000	13,993	26,972	100.0%	94.8%	62.4%
La Jolla	2020m5	138	350	9.2	44,640	1,421	1,205	3,138	2,405	4,460	14,987	17,024	96.8%	71.7%	38.1%
La Jolla	2020m6	113	349	3.0	43,200	2,602	10,075	9,752	8,960	3,139	7,643	1,029	94.0%	20.1%	2.4%
La Jolla	2020m7	111	417	8.4	44,640	466	1,412	4,288	2,279	5,194	16,535	14,466	99.0%	69.4%	32.4%
La Jolla	2020m8	155	481	8.8	44,640	941	1,421	1,333	3,797	2,613	18,237	16,298	97.9%	77.4%	36.5%
La Jolla	2020m9	164	459	4.6	43,200	2,396	5,507	4,389	6,974	4,997	15,304	3,633	94.5%	43.8%	8.4%
La Jolla	2020m10	152	531	10.3	44,640	0	1,423	1,148	2,848	2,403	12,922	23,896	100.0%	82.5%	53.5%
La Jolla	2020m11	147	301	8.0	30,855	0	19	412	1,001	2,324	17,610	9,489	100.0%	87.8%	30.8%
Laguna Niguel	2018m9	35	72	3.9	20,622	664	985	5,292	5,469	2,408	4,958	846	96.8%	28.1%	4.1%
Laguna Niguel	2018m10	53	128	3.2	44,640	7,872	6,709	5,822	8,771	2,752	12,455	259	82.4%	28.5%	0.6%
Laguna Niguel	2018m11	56	117	6.7	43,200	5,016	7,215	3,895	3,949	3,010	8,273	11,842	88.4%	46.6%	27.4%
Laguna Niguel	2018m12	59	118	3.6	44,640	7,984	8,362	5,781	7,442	3,115	6,929	5,027	82.1%	26.8%	11.3%
Laguna Niguel	2019m1	60	137	1.8	44,640	12,358	11,996	5,025	9,423	2,861	2,969	8	72.3%	6.7%	0.0%
Laguna Niguel	2019m2	51	117	2.0	40,320	7,003	8,222	8,430	11,213	4,054	1,398	0	82.6%	3.5%	0.0%
Laguna Niguel	2019m3	50	133	2.0	44,640	6,881	13,115	11,589	4,981	4,575	3,499	0	84.6%	7.8%	0.0%
Laguna Niguel	2019m4	58	124	2.0	43,200	6,052	11,137	14,944	5,029	3,395	2,642	1	86.0%	6.1%	0.0%
Laguna Niguel	2019m5	81	118	4.6	44,640	0	4,280	3,305	5,993	5,734	25,200	128	100.0%	56.7%	0.3%
Laguna Niguel	2019m6	91	116	4.8	43,200	1,125	998	2,768	6,440	8,159	23,692	18	97.4%	54.9%	0.0%
Laguna Niguel	2019m7	80	153	5.2	44,640	0	48	2,866	5,230	9,002	25,562	1,932	100.0%	61.6%	4.3%
Laguna Niguel	2019m8	82	135	3.6	44,640	565	3,199	9,190	9,054	12,051	10,571	10	98.7%	23.7%	0.0%
Laguna Niguel	2019m9	99	123	5.0	43,200	92	596	2,738	4,907	12,200	22,604	63	99.8%	52.5%	0.1%
Laguna Niguel	2019m10	115	127	5.5	44,640	0	158	3,428	4,513	4,452	29,588	2,501	100.0%	71.9%	5.6%
Laguna Niguel	2019m11	140	135	10.5	43,200	0	0	373	744	1,784	23,944	16,355	100.0%	93.3%	37.9%
Laguna Niguel	2019m12	123	160	20.0	44,640	0	233	111	100	361	15,775	28,060	100.0%	98.2%	62.9%
Laguna Niguel	2020m1	147	123	10.9	44,640	0	0	0	155	1,224	26,712	16,549	100.0%	96.9%	37.1%
Laguna Niguel	2020m2	134	125	7.8	41,760	0	178	209	229	2,911	28,652	9,581	100.0%	91.6%	22.9%
Laguna Niguel	2020m3	172	164	10.5	44,640	0	0	0	0	440	15,299	28,901	100.0%	99.0%	64.7%
Laguna Niguel	2020m4	125	297	12.6	43,200	0	0	0	0	273	13,018	29,909	100.0%	99.4%	69.2%
Laguna Niguel	2020m5	161	298	6.0	44,640	271	3,848	3,680	2,408	6,309	22,107	6,017	99.4%	63.0%	13.5%
Laguna Niguel	2020m6	158	291	3.7	43,200	5,783	3,632	6,571	5,359	7,246	13,962	647	86.6%	33.8%	1.5%
Laguna Niguel	2020m7	177	468	11.1	44,640	450	2,519	1,942	1,559	3,798	12,382	21,990	99.0%	77.0%	49.3%
Laguna Niguel	2020m8	240	549	15.5	44,640	0	0	0	163	388	8,852	35,237	100.0%	98.8%	78.9%
Laguna Niguel	2020m9	257	540	9.4	43,200	0	44	900	1,744	1,945	20,243	18,324	100.0%	89.3%	42.4%
Laguna Niguel	2020m10	209	501	7.0	44,640	501	3,782	3,078	1,932	4,828	19,533	10,986	98.9%	68.4%	24.6%
Laguna Niguel	2020m11	171	304	7.5	30,720	286	1,990	789	1,417	1,061	17,886	7,291	99.1%	82.0%	23.7%
Long Beach	2019m10	63	54	9.2	19,065	0	0	0	0	1,872	7,463	9,730	100.0%	90.2%	51.0%
Long Beach	2019m11	122	143	9.4	43,200	0	0	328	925	2,908	20,940	18,099	100.0%	90.4%	41.9%
Long Beach	2019m12	120	178	18.4	44,640	0	0	0	311	735	15,856	27,738	100.0%	97.7%	62.1%
Long Beach	2020m1	113	141	9.4	44,640	0	0	154	1,581	2,650	25,942	14,313	100.0%	90.2%	32.1%
Long Beach	2020m2	118	151	6.7	41,760	0	453	388	660	2,653	34,960	2,646	100.0%	90.1%	6.3%
Long Beach	2020m3	133	218	10.8	44,640	0	0	0	166	494	16,090	27,890	100.0%	98.5%	62.5%
Long Beach	2020m4	105	327	21.5	43,200	0	0	0	0	167	1,697	41,336	100.0%	99.6%	95.7%
Long Beach	2020m5	187	373	16.3	44,640	771	971	210	699	230	7,132	34,627	98.3%	93.5%	77.6%
Long Beach	2020m6	165	325	7.4	43,200	1,060	3,595	4,852	4,816	2,820	13,249	12,808	97.5%	60.3%	29.6%
Long Beach	2020m7	93	81	5.9	15,405	0	376	2,637	2,855	2,513	3,872	3,152	100.0%	45.6%	20.5%
Long Beach Relo	2020m7	121	268	6.9	32,024	812	3,789	1,723	1,821	2,006	14,284	7,589	97.5%	68.3%	23.7%
Long Beach Relo	2020m8	201	483	12.0	44,640	0	266	1,890	1,755	2,699	14,069	23,961	100.0%	85.2%	53.7%
Long Beach Relo	2020m9	212	503	7.8	43,200	0	784	2,200	3,800	2,823	21,423	12,170	100.0%	77.8%	28.2%
Long Beach Relo	2020m10	234	606	13.1	44,640	0	374	883	1,658	3,109	10,247	28,369	100.0%	86.5%	63.6%
Long Beach Relo	2020m11	228	330	12.9	31,071	0	175	913	965	645	4,211	24,162	100.0%	91.3%	77.8%
Los Altos	2018m10	91	99	5.1	39,029	7,013	3,772	7,934	3,480	1,051	9,860	5,919	82.0%	40.4%	15.2%
Los Altos	2018m11	72	143	8.9	42,420	4,124	7,266	5,476	2,152	4,133	6,343	12,926	90.3%	45.4%	30.5%
Los Altos	2018m12	69	118	4.3	44,640	5,880	6,751	8,294	6,838	2,290	9,274	5,313	86.8%	32.7%	11.9%
Los Altos	2019m1	67	146	1.9	44,640	10,643	10,629	9,406	6,137	2,966	4,856	3	76.2%	10.9%	0.0%
Los Altos	2019m2	49	161	1.9	40,320	6,842	9,428	13,700	6,517	769	3,064	0	83.0%	7.6%	0.0%
Los Altos	2019m3	52	142	3.1	44,640	2,683	5,257	11,444	9,903	5,643	9,292	418	94.0%	21.8%	0.9%
Los Altos	2019m4	58	116	3.5	43,200	3,627	3,988	7,084	10,631	5,532	12,330	8	91.6%	28.6%	0.0%
Los Altos	2019m5	88	148	5.3	44,640	1,490	3,597	4,885	6,422	3,868	19,481	4,897	96.7%	54.6%	11.0%
Los Altos	2019m6	106	105	6.2	43,200	136	784	554	3,604	4,283	30,755	3,084	99.7%	78.3%	7.1%
Los Altos	2019m7	99	114	5.3	44,640	95	511	3,583	8,003	7,088	21,198	4,162	99.8%	56.8%	9.3%
Los Altos	2019m8	96	133	5.6	44,640	165	427	2,047	4,358	7,014	30,449	180	99.6%	68.6%	0.4%
Los Altos	2019m9	95	138	6.3	43,200	0	0	563	747	2,140	38,308	1,442	100.0%	92.0%	3.3%
Los Altos	2019m10	109	149	6.6	44,640	0	479	481	1,389	6,285	31,594	4,412	100.0%	80.7%	9.9%

Store Name	Month	Total Minutes with X Shifts Available:										Percent of Minutes with X Shifts Available:			
		Active Employees (Picking Up Shifts)	Total Shifts Posted	Average Available Shifts at Any Minute	Total Possible Minutes	0 Shifts	1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts
Los Altos	2019m11	154	135	12.0	43,200	0	0	119	22	205	23,428	19,426	100.0%	99.2%	45.0%
Los Altos	2019m12	154	167	21.0	44,640	0	0	0	0	1,982	12,900	29,758	100.0%	95.6%	66.7%
Los Altos	2020m1	165	131	12.6	44,640	0	0	0	0	0	12,630	32,010	100.0%	100.0%	71.7%
Los Altos	2020m2	166	146	8.6	41,760	0	0	0	279	1,601	25,632	14,248	100.0%	95.5%	34.1%
Los Altos	2020m3	194	223	14.1	44,640	0	0	0	0	544	5,272	38,824	100.0%	98.8%	87.0%
Los Altos	2020m4	136	290	7.9	43,200	0	79	4,397	3,432	2,934	20,218	12,140	100.0%	74.9%	28.1%
Los Altos	2020m5	141	286	5.0	44,640	0	3,166	4,505	3,647	7,391	23,376	2,555	100.0%	58.1%	5.7%
Los Altos	2020m6	175	367	5.7	43,200	1,370	3,272	4,144	6,267	3,595	19,532	5,020	96.8%	56.8%	11.6%
Los Altos	2020m7	288	502	15.0	44,640	712	726	25	369	368	7,410	35,030	98.4%	95.1%	78.5%
Los Altos	2020m8	260	577	22.3	44,640	0	0	0	0	95	2,334	42,211	100.0%	99.8%	94.6%
Los Altos	2020m9	287	556	16.4	43,200	0	191	123	89	477	7,990	34,330	100.0%	98.0%	79.5%
Los Altos	2020m10	345	623	25.0	44,640	0	0	0	0	25	1,555	43,060	100.0%	99.9%	96.5%
Los Altos	2020m11	319	364	15.6	31,083	0	288	308	1,258	724	1,925	26,580	100.0%	91.7%	85.5%
Ocean	2018m9	75	68	3.4	29,773	10,711	265	1,599	4,379	444	12,179	196	64.0%	41.6%	0.7%
Ocean	2018m10	110	110	4.0	44,640	4,821	4,715	3,519	5,533	4,896	20,109	1,047	89.2%	47.4%	2.3%
Ocean	2018m11	112	115	6.7	43,200	1,340	8,115	4,783	2,714	3,791	10,089	12,368	96.9%	52.0%	28.6%
Ocean	2018m12	95	112	5.1	44,640	1,565	4,237	4,273	6,868	8,432	13,953	5,312	96.5%	43.2%	11.9%
Ocean	2019m1	89	126	2.7	44,640	7,718	4,672	10,064	9,136	5,634	6,709	707	82.7%	16.6%	1.6%
Ocean	2019m2	95	141	4.5	40,320	0	2,273	5,966	6,259	6,350	17,845	1,627	100.0%	48.3%	4.0%
Ocean	2019m3	131	151	5.0	44,640	999	5,559	3,078	7,957	4,905	18,386	3,756	97.8%	49.6%	8.4%
Ocean	2019m4	163	145	7.6	43,200	0	1,081	1,772	3,625	3,635	17,542	15,545	100.0%	76.6%	36.0%
Ocean	2019m5	195	156	5.7	44,640	165	3,285	1,283	6,138	6,868	22,533	4,368	99.6%	60.3%	9.8%
Ocean	2019m6	136	119	4.8	43,200	450	2,306	3,884	4,216	6,819	24,950	575	99.0%	59.1%	1.3%
Ocean	2019m7	115	113	3.8	44,640	0	3,235	8,814	8,684	10,807	13,045	55	100.0%	29.3%	0.1%
Ocean	2019m8	99	117	2.5	44,640	283	6,473	17,933	11,161	8,413	376	1	99.4%	0.8%	0.0%
Ocean	2019m9	118	122	4.3	43,200	0	786	3,261	6,994	12,371	19,780	8	100.0%	45.8%	0.0%
Ocean	2019m10	128	114	4.8	44,640	0	0	4,398	6,779	7,347	26,099	17	100.0%	58.5%	0.0%
Ocean	2019m11	155	121	9.3	43,200	0	450	1,119	1,720	4,038	19,155	16,718	100.0%	83.0%	38.7%
Ocean	2019m12	158	165	14.5	44,640	0	0	266	691	4,464	11,506	27,713	100.0%	87.9%	62.1%
Ocean	2020m1	143	112	7.9	44,640	160	396	494	1,746	1,846	32,439	7,559	99.6%	89.6%	16.9%
Ocean	2020m2	124	130	5.3	41,760	450	587	3,335	1,016	9,003	25,870	1,499	98.9%	65.5%	3.6%
Ocean	2020m3	173	210	12.4	44,640	0	0	0	19	234	13,690	30,697	100.0%	99.4%	68.8%
Ocean	2020m4	120	296	17.2	43,200	0	0	0	155	312	7,290	35,443	100.0%	98.9%	82.0%
Ocean	2020m5	181	290	12.9	44,640	2,800	1,855	3,830	3,476	2,471	7,582	22,626	93.7%	67.7%	50.7%
Ocean	2020m6	139	281	2.4	43,200	11,361	9,482	7,788	3,324	2,967	7,090	1,188	73.7%	19.2%	2.8%
Ocean	2020m7	155	336	6.6	44,640	3,787	4,949	4,631	1,618	951	18,372	10,332	91.5%	64.3%	23.1%
Ocean	2020m8	217	437	8.4	44,640	10	143	1,718	4,207	5,859	15,673	17,030	100.0%	73.3%	38.1%
Ocean	2020m9	214	441	6.5	43,200	0	3,356	6,885	3,682	4,712	15,517	9,048	100.0%	56.9%	20.9%
Ocean	2020m10	220	540	7.9	44,640	14	3,018	2,898	2,348	3,990	16,477	15,895	100.0%	72.5%	35.6%
Ocean	2020m11	181	274	9.2	30,720	0	914	1,838	1,914	715	7,374	17,965	100.0%	82.5%	58.5%
Pacific Coast Hwy	2020m2	164	61	8.7	21,945	0	0	0	27	183	16,380	5,355	100.0%	99.0%	24.4%
Pacific Coast Hwy	2020m3	168	190	11.5	44,640	0	0	0	248	519	15,275	28,598	100.0%	98.3%	64.1%
Pacific Coast Hwy	2020m4	124	331	23.5	43,200	0	0	0	0	0	1,180	42,020	100.0%	100.0%	97.3%
Pacific Coast Hwy	2020m5	222	337	15.2	44,640	75	804	801	2,794	1,179	11,787	27,200	99.8%	87.3%	60.9%
Pacific Coast Hwy	2020m6	177	359	7.0	43,200	333	656	3,064	3,555	4,699	21,777	9,116	99.2%	71.5%	21.1%
Pacific Coast Hwy	2020m7	226	533	14.2	44,640	0	0	465	516	1,019	10,138	32,502	100.0%	95.5%	72.8%
Pacific Coast Hwy	2020m8	278	577	13.7	44,640	0	0	0	0	257	11,405	32,978	100.0%	99.4%	73.9%
Pacific Coast Hwy	2020m9	290	515	9.1	43,200	0	162	970	2,769	2,952	21,016	15,331	100.0%	84.1%	35.5%
Pacific Coast Hwy	2020m10	297	614	15.1	44,640	0	0	158	628	501	9,340	34,013	100.0%	97.1%	76.2%
Pacific Coast Hwy	2020m11	298	385	14.9	29,898	0	3	4	645	535	2,605	26,106	100.0%	96.0%	87.3%
Pasadena	2018m9	41	64	2.2	20,625	4,351	2,968	5,465	4,055	491	3,295	0	78.9%	16.0%	0.0%
Pasadena	2018m10	47	111	2.2	44,640	5,459	9,233	12,079	8,234	8,052	1,582	1	87.8%	3.5%	0.0%
Pasadena	2018m11	46	106	5.3	43,200	6,624	5,698	7,567	3,065	4,534	5,822	9,890	84.7%	36.4%	22.9%
Pasadena	2018m12	49	124	4.2	44,640	736	12,977	6,893	7,114	1,556	8,410	6,954	98.4%	34.4%	15.6%
Pasadena	2019m1	52	158	2.9	44,640	6,218	9,235	9,541	3,846	5,328	10,457	15	86.1%	23.5%	0.0%
Pasadena	2019m2	51	136	3.0	40,320	2,521	4,361	10,843	8,554	7,133	6,894	14	93.7%	17.1%	0.0%
Pasadena	2019m3	49	156	3.1	44,640	498	3,234	16,791	9,779	4,545	9,792	1	98.9%	21.9%	0.0%
Pasadena	2019m4	71	154	3.4	43,200	763	3,044	11,942	9,420	9,369	8,622	40	98.2%	20.1%	0.1%
Pasadena	2019m5	82	158	6.2	44,640	1,682	948	2,454	2,135	4,269	28,489	4,663	96.2%	74.3%	10.4%
Pasadena	2019m6	73	131	5.2	43,200	591	1,665	4,299	7,136	7,885	16,625	4,999	98.6%	50.1%	11.6%
Pasadena	2019m7	68	138	3.1	44,640	227	6,849	11,302	9,909	8,950	7,398	5	99.5%	16.6%	0.0%
Pasadena	2019m8	63	126	1.8	45,285	3,154	10,616	24,016	5,599	1,265	628	7	93.0%	1.4%	0.0%
Pasadena	2019m9	67	138	2.8	42,555	4,374	5,548	9,585	6,112	11,711	5,210	15	89.7%	12.3%	0.0%
Pasadena	2019m10	85	153	3.3	44,640	0	4,622	6,000	16,302	9,264	8,441	11	100.0%	18.9%	0.0%
Pasadena	2019m11	95	163	7.6	43,200	0	0	2,109	4,278	6,148	18,805	11,860	100.0%	71.0%	27.5%
Pasadena	2019m12	91	174	14.9	44,640	0	586	2,392	2,744	4,934	6,277	27,707	100.0%	76.1%	62.1%
Pasadena	2020m1	81	129	6.6	44,640	1,465	1,334	3,106	7,103	7,379	15,468	8,785	96.7%	54.3%	19.7%
Pasadena	2020m2	87	146	5.5	41,760	0	0	1,222	4,858	7,249	26,223	2,208	100.0%	68.1%	5.3%
Pasadena	2020m3	98	185	10.4	44,640	0	0	0	544	422	18,601	25,073	100.0%	97.8%	56.2%
Pasadena	2020m4	173	317	13.4	43,200	0	0	167	290	91	12,438	30,214	100.0%	98.7%	69.9%

Store Name	Month	Total Minutes with X Shifts Available:										Percent of Minutes with X Shifts Available:			
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Pasadena	2020m5	184	271	5.7	44,640	796	4,073	6,628	5,422	3,427	16,815	7,479	98.2%	54.4%	16.8%
Pasadena	2020m6	126	236	2.3	43,200	10,038	10,555	7,020	4,140	4,570	6,487	390	76.8%	15.9%	0.9%
Pasadena	2020m7	159	422	6.2	44,640	2,190	1,618	3,153	6,421	4,593	18,287	8,378	95.1%	59.7%	18.8%
Pasadena	2020m8	177	482	7.7	44,640	562	2,326	5,091	2,358	4,261	15,697	14,345	98.7%	67.3%	32.1%
Pasadena	2020m9	224	473	6.1	43,200	922	2,422	3,052	8,080	5,519	15,183	8,022	97.9%	53.7%	18.6%
Pasadena	2020m10	240	579	11.4	44,640	0	863	516	3,257	1,427	10,130	28,447	100.0%	86.4%	63.7%
Pasadena	2020m11	197	311	10.4	30,795	0	479	940	1,658	592	6,610	20,516	100.0%	88.1%	66.6%
Playa Vista	2018m9	86	69	4.1	20,625	1,573	3,691	2,893	2,439	695	8,487	847	92.4%	45.3%	4.1%
Playa Vista	2018m10	86	130	3.1	44,640	2,937	9,641	8,731	6,818	7,197	8,488	828	93.4%	20.9%	1.9%
Playa Vista	2018m11	90	128	9.1	43,200	582	5,019	8,013	1,524	4,071	11,308	12,683	98.7%	55.5%	29.4%
Playa Vista	2018m12	84	125	5.4	44,640	3,367	5,458	7,661	4,767	3,549	13,809	6,029	92.5%	44.4%	13.5%
Playa Vista	2019m1	76	152	2.8	44,640	2,524	12,507	11,537	5,772	2,340	9,957	3	94.3%	22.3%	0.0%
Playa Vista	2019m2	71	127	3.0	40,320	3,629	1,860	10,354	11,510	6,047	6,920	0	91.0%	17.2%	0.0%
Playa Vista	2019m3	69	153	3.0	44,640	2,793	5,379	10,648	10,787	7,897	7,134	2	93.7%	16.0%	0.0%
Playa Vista	2019m4	88	131	4.0	43,200	351	3,469	6,072	9,170	9,004	15,120	14	99.2%	35.0%	0.0%
Playa Vista	2019m5	116	140	6.0	44,640	1,297	308	1,200	4,979	5,973	27,648	3,235	97.1%	69.2%	7.2%
Playa Vista	2019m6	119	123	6.8	43,200	0	32	1,251	1,977	3,788	30,946	5,206	100.0%	83.7%	12.1%
Playa Vista	2019m7	110	148	5.8	44,640	0	168	3,580	5,633	4,167	26,141	4,951	100.0%	69.7%	11.1%
Playa Vista	2019m8	101	142	5.5	44,640	1,086	876	645	1,180	8,655	31,541	657	97.6%	72.1%	1.5%
Playa Vista	2019m9	111	160	6.0	43,200	0	278	748	3,257	5,434	30,945	2,538	100.0%	77.5%	5.9%
Playa Vista	2019m10	124	157	6.6	44,640	0	0	312	2,110	3,250	36,564	2,404	100.0%	87.3%	5.4%
Playa Vista	2019m11	128	151	10.2	43,200	0	0	0	9	801	24,906	17,484	100.0%	98.1%	40.5%
Playa Vista	2019m12	136	192	18.5	44,640	0	0	0	155	388	14,678	29,419	100.0%	98.8%	65.9%
Playa Vista	2020m1	130	169	11.9	44,640	0	0	0	155	513	13,164	30,808	100.0%	98.5%	69.0%
Playa Vista	2020m2	121	143	7.7	41,760	0	116	619	865	807	32,303	7,050	100.0%	94.2%	16.9%
Playa Vista	2020m3	113	204	9.5	44,640	112	54	30	154	364	21,980	21,946	99.7%	98.4%	49.2%
Playa Vista	2020m4	119	327	17.1	43,200	0	0	0	856	2,373	7,657	32,314	100.0%	92.5%	74.8%
Playa Vista	2020m5	127	301	7.8	44,640	1,515	2,051	2,408	5,049	5,278	13,361	14,978	96.6%	63.5%	33.6%
Playa Vista	2020m6	88	207	3.9	43,200	7,818	9,434	6,058	3,673	1,831	9,922	4,464	81.9%	33.3%	10.3%
Playa Vista	2020m7	139	289	7.0	44,640	730	3,366	3,472	3,707	5,835	17,026	10,504	98.4%	61.7%	23.5%
Playa Vista	2020m8	171	380	7.7	44,640	0	1,810	4,964	5,018	3,196	16,585	13,067	100.0%	66.4%	29.3%
Playa Vista	2020m9	190	434	8.9	43,200	0	4	1,351	3,218	3,989	19,243	15,395	100.0%	80.2%	35.6%
Playa Vista	2020m10	204	471	14.3	44,640	0	82	294	868	1,824	8,503	33,069	100.0%	93.1%	74.1%
Playa Vista	2020m11	168	296	14.8	31,185	277	83	496	398	205	2,654	27,072	99.1%	95.3%	86.8%
Porter Ranch	2019m9	70	113	5.4	42,105	0	0	2,725	5,751	5,225	27,367	1,037	100.0%	67.5%	2.5%
Porter Ranch	2019m10	78	140	5.2	44,640	0	648	5,032	5,047	4,494	29,217	202	100.0%	65.9%	0.5%
Porter Ranch	2019m11	114	136	8.6	43,200	0	0	836	1,440	3,869	23,442	13,613	100.0%	85.8%	31.5%
Porter Ranch	2019m12	101	181	19.0	44,640	0	0	0	790	2,645	13,129	28,076	100.0%	92.3%	62.9%
Porter Ranch	2020m1	112	158	10.0	44,640	0	174	151	430	452	23,077	20,356	100.0%	97.3%	45.6%
Porter Ranch	2020m2	112	169	7.9	41,760	0	0	378	185	1,069	31,244	8,884	100.0%	96.1%	21.3%
Porter Ranch	2020m3	140	214	10.9	44,640	0	0	189	441	614	14,520	28,876	100.0%	97.2%	64.7%
Porter Ranch	2020m4	117	325	13.5	43,200	2,710	1,637	139	145	95	6,740	31,734	93.7%	89.1%	73.5%
Porter Ranch	2020m5	206	392	16.1	44,640	0	0	226	47	450	9,339	34,578	100.0%	98.4%	77.5%
Porter Ranch	2020m6	263	385	8.0	43,200	179	943	1,224	5,908	1,853	18,952	14,141	99.6%	76.6%	32.7%
Porter Ranch	2020m7	339	506	14.5	44,640	0	272	322	1,666	1,863	8,351	32,166	100.0%	90.8%	72.1%
Porter Ranch	2020m8	304	520	15.3	44,640	0	0	0	0	329	7,290	37,021	100.0%	99.3%	82.9%
Porter Ranch	2020m9	333	558	12.0	43,200	0	0	69	23	1,394	15,993	25,721	100.0%	96.6%	59.5%
Porter Ranch	2020m10	325	596	16.0	44,640	0	0	32	470	492	8,517	35,129	100.0%	97.8%	78.7%
Porter Ranch	2020m11	304	387	18.6	30,351	0	707	52	758	260	1,166	27,408	100.0%	94.1%	90.3%
Porter Ranch Relocation	2019m5	39	62	4.5	16,185	165	1,519	1,361	983	3,812	7,997	348	99.0%	51.6%	2.2%
Porter Ranch Relocation	2019m6	45	112	3.9	43,200	2,639	4,921	3,402	5,025	10,018	17,192	3	93.9%	39.8%	0.0%
Porter Ranch Relocation	2019m7	50	120	3.5	44,640	3,541	2,919	4,057	11,394	10,931	11,795	3	92.1%	26.4%	0.0%
Porter Ranch Relocation	2019m8	52	122	5.3	44,640	0	1,280	1,891	4,999	6,574	29,880	16	100.0%	67.0%	0.0%
Porter Ranch Relocation	2019m9	36	25	3.2	8,297	344	540	2,432	797	2,737	1,446	1	95.9%	17.4%	0.0%
Potrero Hill	2018m9	41	63	3.1	20,623	16	3,331	8,088	604	3,784	4,796	4	99.9%	23.3%	0.0%
Potrero Hill	2018m10	89	149	3.2	44,640	6,480	7,535	7,360	2,434	6,377	14,450	4	85.5%	32.4%	0.0%
Potrero Hill	2018m11	79	125	5.6	43,808	12,591	5,100	3,489	3,572	999	6,828	11,229	71.3%	41.2%	25.6%
Potrero Hill	2018m12	78	109	4.3	44,032	4,748	6,784	7,948	6,638	7,096	6,710	4,108	89.2%	24.6%	9.3%
Potrero Hill	2019m1	81	126	2.8	44,640	12,050	7,729	3,967	5,655	2,830	11,559	850	73.0%	27.8%	1.9%
Potrero Hill	2019m2	81	147	3.5	40,320	1,866	7,894	6,688	7,023	5,636	10,258	955	95.4%	27.8%	2.4%
Potrero Hill	2019m3	93	149	3.4	44,640	6,324	5,435	7,314	5,615	4,457	15,288	207	85.8%	34.7%	0.5%
Potrero Hill	2019m4	147	162	12.2	43,200	0	1,194	2,297	1,128	1,643	11,001	25,937	100.0%	85.5%	60.0%
Potrero Hill	2019m5	191	169	6.0	44,640	293	1,684	2,974	7,229	2,601	23,504	6,355	99.3%	66.9%	14.2%
Potrero Hill	2019m6	237	140	8.0	43,200	165	302	516	1,224	3,199	26,150	11,644	99.6%	87.5%	27.0%
Potrero Hill	2019m7	164	130	4.9	44,640	0	165	7,753	5,636	10,636	17,632	2,818	100.0%	45.8%	6.3%
Potrero Hill	2019m8	145	130	4.8	44,640	334	752	5,446	5,175	7,607	24,619	707	99.3%	56.7%	1.6%
Potrero Hill	2019m9	147	143	6.1	43,200	165	75	1,145	2,338	4,953	33,218	1,306	99.6%	79.9%	3.0%
Potrero Hill	2019m10	185	147	6.3	44,640	0	166	616	1,299	5,499	35,660	1,400	100.0%	83.0%	3.1%
Potrero Hill	2019m11	255	155	13.3	43,200	0	0	0	52	1,513	9,366	32,269	100.0%	96.4%	74.7%
Potrero Hill	2019m12	320	226	19.5	44,640	0	0	0	9	301	12,118	32,212	100.0%	99.3%	72.2%

Store Name	Month	Active Employees (Picking Up Shifts)		Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:			
		Total Shifts Posted	0 Shifts			1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts	
Potrero Hill	2020m1	277	163	11.2	44,640	0	0	310	735	1,217	21,843	20,535	100.0%	94.9%	46.0%
Potrero Hill	2020m2	252	173	8.1	41,760	0	165	178	992	513	29,506	10,406	100.0%	95.6%	24.9%
Potrero Hill	2020m3	309	273	15.4	44,640	0	0	0	0	0	8,781	35,859	100.0%	100.0%	80.3%
Potrero Hill	2020m4	211	352	24.4	43,200	0	0	0	0	0	1,979	41,221	100.0%	100.0%	95.4%
Potrero Hill	2020m5	298	430	21.5	44,640	0	32	148	789	233	3,949	39,489	100.0%	97.3%	88.5%
Potrero Hill	2020m6	276	356	7.8	43,200	2,616	3,173	3,763	4,563	2,682	12,476	13,927	93.9%	61.1%	32.2%
Potrero Hill	2020m7	269	407	11.2	44,640	0	546	2,005	4,135	1,888	14,246	21,820	100.0%	80.8%	48.9%
Potrero Hill	2020m8	405	542	20.7	44,640	0	0	446	310	43	5,730	38,111	100.0%	98.2%	85.4%
Potrero Hill	2020m9	431	543	14.3	43,200	0	0	0	276	317	9,741	32,866	100.0%	98.6%	76.1%
Potrero Hill	2020m10	432	576	15.7	44,640	0	0	232	737	515	10,069	33,087	100.0%	96.7%	74.1%
Potrero Hill	2020m11	376	362	15.2	30,855	0	469	682	49	120	2,257	27,278	100.0%	95.7%	88.4%
Roseville	2018m10	31	94	2.2	39,329	24,914	4,757	1,726	490	2,370	1,963	3,109	36.7%	12.9%	7.9%
Roseville	2018m11	28	121	3.9	42,119	13,678	6,208	1,218	2,137	2,482	11,489	4,907	67.5%	38.9%	11.7%
Roseville	2018m12	27	118	1.2	44,640	19,624	12,315	5,086	5,258	858	1,499	0	56.0%	3.4%	0.0%
Roseville	2019m1	29	136	1.4	44,640	19,723	7,588	7,393	3,406	2,775	3,754	1	55.8%	8.4%	0.0%
Roseville	2019m2	26	145	2.1	40,320	6,549	10,028	11,121	3,963	4,453	4,206	0	83.8%	10.4%	0.0%
Roseville	2019m3	31	115	1.6	44,640	10,182	8,777	15,326	8,169	2,168	18	0	77.2%	0.0%	0.0%
Roseville	2019m4	34	104	1.8	43,200	10,777	7,471	11,158	8,113	4,593	1,088	0	75.1%	2.5%	0.0%
Roseville	2019m5	44	114	3.4	44,640	1,150	8,327	7,271	9,056	5,281	13,205	350	97.4%	30.4%	0.8%
Roseville	2019m6	63	102	5.1	43,200	522	63	2,539	5,065	8,745	25,103	1,163	98.8%	60.8%	2.7%
Roseville	2019m7	68	119	3.9	44,640	71	6,763	3,155	8,449	6,404	19,793	5	99.8%	44.4%	0.0%
Roseville	2019m8	61	135	4.4	44,640	627	1,725	2,808	7,364	9,792	21,771	553	98.6%	50.0%	1.2%
Roseville	2019m9	80	122	5.2	43,200	465	587	1,919	5,367	8,268	25,553	1,041	98.9%	61.6%	2.4%
Roseville	2019m10	90	130	6.1	44,640	0	266	667	2,818	3,405	35,678	1,806	100.0%	84.0%	4.0%
Roseville	2019m11	88	130	7.4	43,200	0	737	783	1,017	5,880	25,407	9,376	100.0%	80.5%	21.7%
Roseville	2019m12	81	161	14.9	44,640	0	0	486	2,589	2,745	9,760	29,060	100.0%	87.0%	65.1%
Roseville	2020m1	88	135	7.2	44,640	0	0	208	1,869	8,076	25,636	8,851	100.0%	77.3%	19.8%
Roseville	2020m2	89	151	7.1	41,760	0	0	0	3,158	2,310	30,855	5,437	100.0%	86.9%	13.0%
Roseville	2020m3	109	200	9.5	44,640	5	282	164	1,442	2,297	17,869	22,581	100.0%	90.6%	50.6%
Roseville	2020m4	103	312	21.7	43,200	0	0	0	0	0	2,868	40,332	100.0%	100.0%	93.4%
Roseville	2020m5	158	302	9.2	44,640	565	2,149	2,685	2,691	1,966	15,257	19,327	98.7%	77.5%	43.3%
Roseville	2020m6	114	166	2.4	43,200	5,814	13,803	7,153	5,146	4,950	6,262	72	86.5%	14.7%	0.2%
Roseville	2020m7	88	195	2.4	44,640	16,389	7,444	5,745	4,014	2,971	5,070	3,007	63.3%	18.1%	6.7%
Roseville	2020m8	143	451	11.3	44,640	0	638	2,299	888	2,844	15,034	22,937	100.0%	85.1%	51.4%
Roseville	2020m9	213	512	9.4	43,200	0	834	996	777	2,083	20,524	17,986	100.0%	89.1%	41.6%
Roseville	2020m10	205	555	12.3	44,640	0	236	2,595	2,270	1,604	11,284	26,651	100.0%	85.0%	59.7%
Roseville	2020m11	167	345	13.9	31,185	0	1,587	98	621	796	3,287	24,796	100.0%	90.1%	79.5%
SOMA	2019m5	18	8.1	1,980	0	0	0	0	0	1,637	343	100.0%	100.0%	17.3%	
SOMA	2019m6	159	99	6.2	43,200	1,332	3,818	1,577	5,693	2,531	22,666	5,583	96.9%	65.4%	12.9%
SOMA	2019m7	212	128	5.7	44,640	0	1,082	3,452	5,051	4,722	26,499	3,834	100.0%	68.0%	8.6%
SOMA	2019m8	183	127	6.4	44,640	0	0	2,706	6,830	7,279	18,868	8,957	100.0%	62.3%	20.1%
SOMA	2019m9	192	143	7.4	43,200	0	166	311	2,332	2,740	29,211	8,440	100.0%	87.2%	19.5%
SOMA	2019m10	196	136	7.4	44,640	0	166	686	859	3,445	32,132	7,352	100.0%	88.4%	16.5%
SOMA	2019m11	192	129	10.5	43,200	0	0	0	0	513	26,624	16,063	100.0%	98.8%	37.2%
SOMA	2019m12	208	186	16.0	44,640	0	0	0	715	1,353	14,149	28,423	100.0%	95.4%	63.7%
SOMA	2020m1	216	139	9.1	44,640	0	0	0	310	2,725	26,844	14,761	100.0%	93.2%	33.1%
SOMA	2020m2	192	162	6.4	41,760	0	15	290	1,301	3,683	32,358	4,113	100.0%	87.3%	9.8%
SOMA	2020m3	227	232	11.8	44,640	0	0	25	70	541	15,321	28,683	100.0%	98.6%	64.3%
SOMA	2020m4	267	360	22.8	43,200	0	0	0	0	541	42,659	100.0%	100.0%	98.7%	
SOMA	2020m5	435	447	19.8	44,640	0	15	60	330	635	6,428	37,172	100.0%	97.7%	83.3%
SOMA	2020m6	324	362	7.2	43,200	974	2,529	3,307	3,995	6,572	12,272	13,551	97.7%	59.8%	31.4%
SOMA	2020m7	326	540	12.4	44,640	2,135	1,887	2,427	2,039	502	11,316	24,334	95.2%	79.9%	54.5%
SOMA	2020m8	490	647	19.7	44,640	0	0	0	549	434	8,209	35,448	100.0%	97.8%	79.4%
SOMA	2020m9	538	672	16.3	43,200	0	0	0	913	931	12,330	29,026	100.0%	95.7%	67.2%
SOMA	2020m10	614	783	20.0	44,640	0	0	0	0	16	4,136	40,488	100.0%	100.0%	90.7%
SOMA	2020m11	424	361	12.8	30,858	1,360	62	1,031	116	1,014	3,282	23,993	95.6%	88.4%	77.8%
Sacramento	2018m9	48	67	1.7	23,678	11,330	3,007	1,918	2,874	930	3,618	1	52.1%	15.3%	0.0%
Sacramento	2018m10	60	124	2.4	45,720	11,230	5,831	11,862	3,677	6,725	5,506	889	75.4%	14.0%	1.9%
Sacramento	2018m11	56	111	8.7	42,120	8,516	7,104	1,256	1,469	6,088	3,974	13,713	79.8%	42.0%	32.6%
Sacramento	2018m12	52	118	3.7	44,640	10,240	3,457	7,938	5,828	3,150	11,292	2,735	77.1%	31.4%	6.1%
Sacramento	2019m1	54	132	1.6	44,640	15,852	9,135	6,381	5,389	5,334	2,547	2	64.5%	5.7%	0.0%
Sacramento	2019m2	52	124	2.8	40,320	978	7,165	10,148	10,459	6,551	5,019	0	97.6%	12.4%	0.0%
Sacramento	2019m3	66	146	2.7	44,640	2,750	10,739	12,750	7,117	4,545	6,739	0	93.8%	15.1%	0.0%
Sacramento	2019m4	66	136	3.0	43,200	2,489	7,707	7,888	7,239	9,271	8,606	0	94.2%	19.9%	0.0%
Sacramento	2019m5	68	168	6.1	44,640	0	824	2,619	2,714	6,537	28,517	3,429	100.0%	71.6%	7.7%
Sacramento	2019m6	95	150	6.8	43,200	52	358	367	3,146	3,732	32,152	3,393	99.9%	82.3%	7.9%
Sacramento	2019m7	92	157	6.8	44,640	0	253	212	4,120	3,273	32,184	4,598	100.0%	82.4%	10.3%
Sacramento	2019m8	83	134	4.8	44,640	132	443	971	5,623	10,789	26,667	15	99.7%	59.8%	0.0%
Sacramento	2019m9	94	162	7.3	43,200	0	0	893	3,851	4,398	24,236	9,822	100.0%	78.8%	22.7%
Sacramento	2019m10	117	147	6.9	44,640	0	1,444	62	3,696	4,210	29,500	5,728	100.0%	78.9%	12.8%

Store Name	Month	Total Minutes with X Shifts Available:										Percent of Minutes with X Shifts Available:			
		Active Employees (Picking Up Shifts)	Total Shifts Posted	Average Available Shifts at Any Minute	Total Possible Minutes	0 Shifts	1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts
Sacramento	2019m11	123	166	10.1	43,200	0	0	450	1,691	2,915	20,849	17,295	100.0%	88.3%	40.0%
Sacramento	2019m12	127	216	21.2	44,640	0	46	364	374	2,565	13,581	27,710	100.0%	92.5%	62.1%
Sacramento	2020m1	119	174	10.8	44,640	0	0	155	58	766	28,829	14,832	100.0%	97.8%	33.2%
Sacramento	2020m2	111	165	7.6	41,760	165	50	1,679	341	796	30,094	8,635	99.6%	92.7%	20.7%
Sacramento	2020m3	157	230	11.6	44,640	0	0	0	95	312	12,065	32,168	100.0%	99.1%	72.1%
Sacramento	2020m4	127	353	19.0	43,200	0	0	0	0	0	980	42,220	100.0%	100.0%	97.7%
Sacramento	2020m5	173	267	7.3	44,640	991	2,459	3,535	3,317	4,070	16,574	13,694	97.8%	67.8%	30.7%
Sacramento	2020m6	121	209	2.2	43,200	9,589	16,437	3,633	2,640	3,826	5,796	1,279	77.8%	16.4%	3.0%
Sacramento	2020m7	138	376	5.7	44,640	1,109	2,909	6,919	7,874	7,983	9,860	7,986	97.5%	40.0%	17.9%
Sacramento	2020m8	177	563	17.2	44,640	0	0	0	256	263	7,140	36,981	100.0%	98.8%	82.8%
Sacramento	2020m9	280	519	9.5	43,200	381	479	2,484	1,365	4,993	17,003	16,495	99.1%	77.5%	38.2%
Sacramento	2020m10	243	602	11.0	44,640	0	0	478	3,114	2,943	12,982	25,123	100.0%	85.4%	56.3%
Sacramento	2020m11	196	330	11.7	31,005	549	345	1,733	1,091	406	4,397	22,484	98.2%	86.7%	72.5%
San Mateo	2018m10	40	86	7.0	38,249	5,877	6,809	1,284	3,697	1,107	4,264	15,211	84.6%	50.9%	39.8%
San Mateo	2018m11	66	109	8.5	43,200	5,782	6,606	690	2,163	3,303	10,659	13,997	86.6%	57.1%	32.4%
San Mateo	2018m12	87	119	5.1	44,640	4,600	8,629	5,561	3,377	2,994	11,150	8,329	89.7%	43.6%	18.7%
San Mateo	2019m1	57	144	1.5	44,640	14,711	10,013	11,325	3,623	2,419	2,536	13	67.0%	5.7%	0.0%
San Mateo	2019m2	60	146	1.9	40,320	8,053	14,235	6,335	4,091	3,949	1	80.0%	9.8%	0.0%	
San Mateo	2019m3	47	143	2.8	44,640	6,146	9,521	7,068	7,300	4,729	9,587	289	86.2%	22.1%	0.6%
San Mateo	2019m4	57	108	2.5	43,200	4,298	11,520	9,798	8,249	2,205	7,128	2	90.1%	16.5%	0.0%
San Mateo	2019m5	83	144	5.2	44,640	0	1,530	3,615	6,863	10,828	20,046	1,758	100.0%	48.8%	3.9%
San Mateo	2019m6	120	135	8.3	43,200	0	0	165	733	1,163	26,214	14,925	100.0%	95.2%	34.5%
San Mateo	2019m7	131	136	6.2	44,640	208	277	275	2,538	6,526	32,707	2,109	99.5%	78.0%	4.7%
San Mateo	2019m8	123	149	6.1	44,640	0	379	676	1,654	5,388	36,265	278	100.0%	81.9%	0.6%
San Mateo	2019m9	102	168	7.7	43,200	0	70	0	433	2,002	33,450	7,245	100.0%	94.2%	16.8%
San Mateo	2019m10	143	156	7.4	44,640	0	130	118	369	735	38,125	5,163	100.0%	97.0%	11.6%
San Mateo	2019m11	192	134	11.0	43,200	0	155	274	145	2,020	20,207	20,399	100.0%	94.0%	47.2%
San Mateo	2019m12	199	158	21.4	44,640	0	0	0	671	103	11,306	32,560	100.0%	98.3%	72.9%
San Mateo	2020m1	196	123	11.7	44,640	0	0	0	0	0	17,731	26,909	100.0%	100.0%	60.3%
San Mateo	2020m2	192	153	9.5	41,760	0	0	9	330	709	21,049	19,663	100.0%	97.5%	47.1%
San Mateo	2020m3	230	214	12.6	44,640	48	118	457	385	73	8,625	34,934	99.9%	97.6%	78.3%
San Mateo	2020m4	147	308	9.9	43,200	0	0	12	444	968	19,654	22,122	100.0%	96.7%	51.2%
San Mateo	2020m5	140	237	3.2	44,640	2,219	10,367	7,445	5,516	4,006	14,723	364	95.0%	33.8%	0.8%
San Mateo	2020m6	141	301	4.4	43,200	3,109	4,094	9,457	4,280	6,462	11,068	4,730	92.8%	36.6%	10.9%
San Mateo	2020m7	172	406	7.9	44,640	71	1,518	1,718	2,852	7,360	16,035	15,086	99.8%	69.7%	33.8%
San Mateo	2020m8	189	510	15.2	44,640	0	0	345	705	558	10,944	32,088	100.0%	96.4%	71.9%
San Mateo	2020m9	267	544	9.9	43,200	0	0	432	636	2,419	20,511	19,202	100.0%	91.9%	44.4%
San Mateo	2020m10	242	554	10.3	44,640	0	516	340	1,909	1,421	17,080	23,374	100.0%	90.6%	52.4%
San Mateo	2020m11	198	300	11.1	29,376	0	87	601	336	975	7,131	20,246	100.0%	93.2%	68.9%
Stevens Creek	2018m9	143	71	4.1	42,394	2	35	22,358	648	1,545	16,600	1,206	100.0%	42.0%	2.8%
Stevens Creek	2018m10	144	130	4.3	44,640	2,961	4,332	2,684	8,538	4,978	20,301	846	93.4%	47.4%	1.9%
Stevens Creek	2018m11	128	120	9.3	43,502	1,242	3,491	5,256	2,458	2,117	15,074	13,864	97.1%	66.5%	31.9%
Stevens Creek	2018m12	125	158	7.0	44,338	0	1,866	5,145	5,927	5,814	14,793	10,793	100.0%	57.7%	24.3%
Stevens Creek	2019m1	136	141	5.3	44,640	677	3,435	2,652	7,133	3,280	23,261	4,202	98.5%	61.5%	9.4%
Stevens Creek	2019m2	130	146	5.9	40,320	0	696	2,799	4,236	4,781	24,171	3,637	100.0%	69.0%	9.0%
Stevens Creek	2019m3	105	151	5.4	44,640	0	962	4,808	5,316	8,123	23,155	2,276	100.0%	57.0%	5.1%
Stevens Creek	2019m4	113	113	3.7	43,200	702	3,771	6,479	9,771	10,255	12,209	13	98.4%	28.3%	0.0%
Stevens Creek	2019m5	154	146	7.2	44,640	0	127	2,998	1,424	2,030	30,342	7,719	100.0%	85.3%	17.3%
Stevens Creek	2019m6	209	123	8.3	43,200	450	661	353	472	1,277	25,848	14,139	99.0%	92.6%	32.7%
Stevens Creek	2019m7	212	123	7.5	44,640	0	143	22	533	2,759	33,622	7,561	100.0%	92.3%	16.9%
Stevens Creek	2019m8	199	122	7.5	44,640	0	0	196	842	2,944	31,441	9,217	100.0%	91.1%	20.6%
Stevens Creek	2019m9	212	132	9.7	43,200	0	50	350	536	284	18,807	23,173	100.0%	97.2%	53.6%
Stevens Creek	2019m10	246	144	8.3	44,640	0	0	88	78	1,102	31,267	12,105	100.0%	97.2%	27.1%
Stevens Creek	2019m11	321	123	13.4	43,200	0	0	0	0	0	15,724	27,476	100.0%	100.0%	63.6%
Stevens Creek	2019m12	341	159	25.6	44,640	0	0	0	0	156	11,209	33,275	100.0%	99.7%	74.5%
Stevens Creek	2020m1	325	128	12.8	44,640	0	0	0	110	45	13,213	31,272	100.0%	99.7%	70.1%
Stevens Creek	2020m2	311	148	10.4	41,760	0	0	27	467	56	15,710	25,500	100.0%	98.7%	61.1%
Stevens Creek	2020m3	332	224	14.7	44,640	0	47	118	570	938	3,821	39,146	100.0%	96.3%	87.7%
Stevens Creek	2020m4	333	384	27.4	43,200	0	0	0	0	680	5,421	37,099	100.0%	98.4%	85.9%
Stevens Creek	2020m5	466	384	17.6	44,640	0	0	0	354	637	9,499	34,150	100.0%	97.8%	76.5%
Stevens Creek	2020m6	387	379	10.2	43,200	330	400	198	2,425	2,323	15,572	21,952	99.2%	86.9%	50.8%
Stevens Creek	2020m7	381	499	14.1	44,640	0	0	0	1,456	1,061	11,424	30,699	100.0%	94.4%	68.8%
Stevens Creek	2020m8	419	618	25.5	44,640	0	0	0	0	0	211	44,429	100.0%	100.0%	99.5%
Stevens Creek	2020m9	502	619	19.4	43,200	0	0	0	0	220	4,134	38,846	100.0%	99.5%	89.9%
Stevens Creek	2020m10	536	741	30.5	44,640	0	0	0	0	0	1,011	43,629	100.0%	100.0%	97.7%
Stevens Creek	2020m11	495	408	25.5	30,975	0	430	808	127	563	586	28,461	100.0%	93.8%	91.9%
Thousand Oaks	2018m9	25	66	0.5	19,440	11,537	6,894	979	17	5	8	0	40.7%	0.0%	0.0%
Thousand Oaks	2018m10	24	118	1.3	44,640	11,970	18,358	9,133	3,174	1,183	822	0	73.2%	1.8%	0.0%
Thousand Oaks	2018m11	22	91	3.5	43,200	16,554	5,285	3,323	3,163	2,105	6,119	6,651	61.7%	29.6%	15.4%
Thousand Oaks	2018m12	19	120	2.6	44,640	19,167	2,874	6,866	4,587	4,509	4,519	2,118	57.1%	14.9%	4.7%

Store Name	Month	Active Employees (Picking Up Shifts)		Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:			
		Total Shifts Posted	0 Shifts			1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts	
Thousand Oaks	2019m1	19	155	1.9	44,640	11,510	7,355	10,672	7,019	4,741	3,343	0	74.2%	7.5%	0.0%
Thousand Oaks	2019m2	18	120	2.4	40,320	4,119	11,898	5,818	11,610	1,671	5,188	16	89.8%	12.9%	0.0%
Thousand Oaks	2019m3	16	148	2.0	44,640	3,243	18,568	9,410	7,633	2,243	3,542	1	92.7%	7.9%	0.0%
Thousand Oaks	2019m4	21	134	2.0	43,200	6,602	10,110	12,222	8,609	2,951	2,705	1	84.7%	6.3%	0.0%
Thousand Oaks	2019m5	44	149	7.5	44,640	157	1,820	2,480	3,140	2,654	20,181	14,208	99.6%	77.0%	31.8%
Thousand Oaks	2019m6	35	119	4.5	43,200	2,858	2,135	8,268	4,742	5,855	16,611	2,731	93.4%	44.8%	6.3%
Thousand Oaks	2019m7	34	141	4.1	44,640	450	3,224	3,201	7,136	9,868	20,754	7	99.0%	46.5%	0.0%
Thousand Oaks	2019m8	36	118	6.0	44,640	0	2,499	3,634	4,189	2,034	28,179	4,105	100.0%	72.3%	9.2%
Thousand Oaks	2019m9	59	112	4.6	43,200	667	1,267	4,583	4,412	7,171	25,069	31	98.5%	58.1%	0.1%
Thousand Oaks	2019m10	67	111	4.0	44,640	80	3,443	6,672	10,886	7,633	14,845	1,081	99.8%	35.7%	2.4%
Thousand Oaks	2019m11	63	105	7.4	43,200	0	0	1,020	3,148	3,856	24,010	11,166	100.0%	81.4%	25.8%
Thousand Oaks	2019m12	61	134	14.4	44,640	0	130	371	3,529	4,097	8,805	27,708	100.0%	81.8%	62.1%
Thousand Oaks	2020m1	75	102	8.5	44,640	212	233	658	1,354	3,600	27,971	10,612	99.5%	86.4%	23.8%
Thousand Oaks	2020m2	72	103	7.6	41,760	0	0	735	1,137	419	31,841	7,628	100.0%	94.5%	18.3%
Thousand Oaks	2020m3	87	140	8.9	44,640	0	0	0	656	400	25,994	17,590	100.0%	97.6%	39.4%
Thousand Oaks	2020m4	74	284	12.7	43,200	0	53	0	1,178	2,404	12,298	27,267	100.0%	91.6%	63.1%
Thousand Oaks	2020m5	141	297	10.4	44,640	0	119	2,550	5,564	3,474	10,575	22,358	100.0%	73.8%	50.1%
Thousand Oaks	2020m6	112	271	3.4	43,200	6,525	7,617	5,155	6,648	5,299	8,589	3,367	84.9%	27.7%	7.8%
Thousand Oaks	2020m7	147	349	7.1	44,640	0	640	5,737	5,004	5,772	17,121	10,366	100.0%	61.6%	23.2%
Thousand Oaks	2020m8	158	466	12.6	44,640	0	0	0	1,003	1,095	17,613	24,929	100.0%	95.3%	55.8%
Thousand Oaks	2020m9	162	417	6.1	43,200	733	1,748	5,274	5,155	5,361	17,354	7,575	98.3%	57.7%	17.5%
Thousand Oaks	2020m10	180	470	11.5	44,640	0	5	901	2,599	3,356	8,996	28,783	100.0%	84.6%	64.5%
Thousand Oaks	2020m11	161	295	13.8	31,245	0	135	466	490	814	3,626	25,714	100.0%	93.9%	82.3%
Torrance	2018m9	32	68	3.2	20,625	273	3,147	4,339	5,437	3,665	3,762	2	98.7%	18.2%	0.0%
Torrance	2018m10	53	123	2.1	44,640	8,531	12,428	6,498	8,392	4,231	4,559	1	80.9%	10.2%	0.0%
Torrance	2018m11	52	115	7.6	43,200	6,098	5,269	6,956	2,107	3,146	6,425	13,199	85.9%	45.4%	30.6%
Torrance	2018m12	51	114	4.7	44,640	5,613	5,478	12,240	4,321	2,181	6,900	7,907	87.4%	33.2%	17.7%
Torrance	2019m1	45	132	1.6	44,640	14,363	12,265	7,504	4,921	1,751	3,836	0	67.8%	8.6%	0.0%
Torrance	2019m2	46	111	1.4	40,320	7,951	14,076	12,260	4,922	1,108	2	1	80.3%	0.0%	0.0%
Torrance	2019m3	47	127	3.0	44,640	5,960	4,480	7,224	9,876	9,530	7,570	0	86.6%	17.0%	0.0%
Torrance	2019m4	50	127	3.3	43,200	4,950	1,509	10,142	7,704	6,189	12,706	0	88.5%	29.4%	0.0%
Torrance	2019m5	69	132	4.0	44,640	3,670	2,779	5,797	5,389	6,963	20,017	25	91.8%	44.9%	0.1%
Torrance	2019m6	94	122	6.0	43,200	1,442	174	1,166	1,995	6,180	30,397	1,846	96.7%	74.6%	4.3%
Torrance	2019m7	92	143	5.0	44,640	0	1,637	1,862	6,349	11,278	22,558	956	100.0%	52.7%	2.1%
Torrance	2019m8	81	113	3.8	44,640	0	1,855	8,584	10,214	8,222	15,758	7	100.0%	35.3%	0.0%
Torrance	2019m9	109	125	5.7	43,200	166	53	1,779	2,315	7,641	28,784	2,462	99.6%	72.3%	5.7%
Torrance	2019m10	127	126	6.2	44,640	0	166	169	1,959	7,180	33,706	1,460	100.0%	78.8%	3.3%
Torrance	2019m11	128	133	10.0	43,200	0	0	2	777	3,036	23,975	15,410	100.0%	91.2%	35.7%
Torrance	2019m12	138	179	18.8	44,640	0	0	5	12	1,115	13,126	30,382	100.0%	97.5%	68.1%
Torrance	2020m1	124	136	9.3	44,640	0	155	94	211	560	31,801	11,819	100.0%	97.7%	26.5%
Torrance	2020m2	122	132	5.4	41,760	0	1,164	1,147	3,112	6,831	28,293	1,213	100.0%	70.7%	2.9%
Torrance	2020m3	121	178	7.9	44,640	327	1,858	1,628	4,012	3,574	17,804	15,437	99.3%	74.5%	34.6%
Torrance	2020m4	149	348	22.7	43,200	0	0	0	0	0	257	42,943	100.0%	100.0%	99.4%
Torrance	2020m5	152	268	7.6	44,640	1,833	5,555	5,591	4,080	5,574	11,660	10,347	95.9%	49.3%	23.2%
Torrance	2020m6	88	187	2.3	43,200	9,613	11,769	6,245	7,883	2,466	3,772	1,452	77.7%	12.1%	3.4%
Torrance	2020m7	128	297	9.6	44,640	889	6,347	2,926	1,709	4,626	12,471	15,672	98.0%	63.0%	35.1%
Torrance	2020m8	189	374	9.0	44,640	0	1,636	3,739	2,218	3,456	16,478	17,113	100.0%	75.3%	38.3%
Torrance	2020m9	183	381	5.9	43,200	787	5,632	8,841	2,608	2,724	12,924	9,684	98.2%	52.3%	22.4%
Torrance	2020m10	218	505	11.2	44,640	0	1,264	1,189	2,882	2,685	11,639	24,981	100.0%	82.0%	56.0%
Torrance	2020m11	157	234	8.9	30,744	16	68	1,529	951	2,404	11,371	14,405	99.9%	83.8%	46.9%
Venice	2019m6	49	63	6.2	23,385	178	1,709	1,921	2,693	2,575	10,195	4,114	99.2%	61.2%	17.6%
Venice	2019m7	73	130	4.8	44,640	0	0	4,281	7,180	5,687	26,971	521	100.0%	61.6%	1.2%
Venice	2019m8	72	125	5.5	44,640	0	0	3,006	5,161	5,480	29,397	1,596	100.0%	69.4%	3.6%
Venice	2019m9	76	115	6.4	43,200	0	0	468	1,123	7,020	30,786	3,803	100.0%	80.1%	8.8%
Venice	2019m10	95	113	6.6	44,640	0	144	403	1,564	4,200	33,687	4,642	100.0%	85.9%	10.4%
Venice	2019m11	109	105	9.2	43,200	0	0	75	602	2,083	27,195	13,245	100.0%	93.6%	30.7%
Venice	2019m12	105	142	17.3	44,640	0	0	0	0	2,296	13,287	29,057	100.0%	94.9%	65.1%
Venice	2020m1	92	115	8.5	44,640	0	0	497	2,396	1,109	30,453	10,185	100.0%	91.0%	22.8%
Venice	2020m2	95	121	6.6	41,760	0	0	195	550	4,145	34,140	2,730	100.0%	88.3%	6.5%
Venice	2020m3	175	151	9.2	44,640	0	0	0	797	1,059	20,252	22,532	100.0%	95.8%	50.5%
Venice	2020m4	123	305	18.9	43,200	0	131	126	210	21	7,172	35,540	100.0%	98.9%	82.3%
Venice	2020m5	156	303	11.1	44,640	225	3,703	5,545	2,613	6,088	7,040	19,426	99.5%	59.3%	43.5%
Venice	2020m6	130	335	8.9	43,200	0	381	1,282	3,584	3,744	17,927	16,282	100.0%	79.2%	37.7%
Venice	2020m7	184	433	12.3	44,640	0	675	1,435	1,123	1,885	13,647	25,875	100.0%	88.5%	58.0%
Venice	2020m8	232	573	14.1	44,640	0	0	97	215	826	12,717	30,785	100.0%	97.5%	69.0%
Venice	2020m9	255	555	11.2	43,200	0	0	0	1,270	757	18,165	23,008	100.0%	95.3%	53.3%
Venice	2020m10	252	658	19.3	44,640	0	0	22	205	560	8,508	35,345	100.0%	98.2%	79.2%
Venice	2020m11	231	393	18.8	31,185	0	644	61	673	172	1,836	27,799	100.0%	95.0%	89.1%
West Los Angeles	2019m6	33	70	2.9	23,385	1,681	8,253	6,859	2,224	1,839	339	2,190	92.8%	10.8%	9.4%
West Los Angeles	2019m7	79	132	3.7	44,640	3,157	4,521	5,178	7,672	8,039	16,067	6	92.9%	36.0%	0.0%

Store Name	Month	Active Employees (Picking Up Shifts)		Average Available Shifts at Any Minute	Total Possible Minutes	Total Minutes with X Shifts Available:						Percent of Minutes with X Shifts Available:			
		Total Shifts Posted	0 Shifts			1 Shift	2 Shifts	3 Shifts	4 Shifts	5 to 9 Shifts	10 or More Shifts	Any Shifts	5 or More Shifts	10 or More Shifts	
West Los Angeles	2019m8	71	125	5.3	44,640	0	341	2,496	7,692	8,167	24,170	1,774	100.0%	58.1%	4.0%
West Los Angeles	2019m9	77	118	6.9	43,200	0	0	0	307	3,351	34,349	5,193	100.0%	91.5%	12.0%
West Los Angeles	2019m10	77	110	4.9	44,640	0	457	2,357	4,675	10,587	25,919	645	100.0%	59.5%	1.4%
West Los Angeles	2019m11	102	102	8.7	43,200	0	0	69	396	7,330	21,665	13,740	100.0%	82.0%	31.8%
West Los Angeles	2019m12	92	151	12.6	44,640	0	0	2,010	1,712	2,302	11,477	27,139	100.0%	86.5%	60.8%
West Los Angeles	2020m1	79	104	7.0	44,640	0	368	1,791	3,030	7,548	22,331	9,572	100.0%	71.5%	21.4%
West Los Angeles	2020m2	80	112	6.5	41,760	0	0	725	1,309	3,551	31,660	4,515	100.0%	86.6%	10.8%
West Los Angeles	2020m3	119	149	9.3	44,640	0	0	166	307	1,185	22,274	20,708	100.0%	96.3%	46.4%
West Los Angeles	2020m4	95	292	15.8	43,200	0	0	0	346	332	7,319	35,203	100.0%	98.4%	81.5%
West Los Angeles	2020m5	146	285	11.8	44,640	5,143	718	1,346	3,608	3,132	10,137	20,556	88.5%	68.8%	46.0%
West Los Angeles	2020m6	130	336	7.6	43,200	225	938	6,333	4,872	5,172	14,086	11,574	99.5%	59.4%	26.8%
West Los Angeles	2020m7	164	453	14.2	44,640	728	294	1,382	1,053	1,389	12,540	27,254	98.4%	89.1%	61.1%
West Los Angeles	2020m8	177	500	10.4	44,640	130	167	580	3,762	2,112	16,395	21,494	99.7%	84.9%	48.1%
West Los Angeles	2020m9	218	492	7.5	43,200	554	1,316	2,932	2,243	6,399	17,634	12,122	98.7%	68.9%	28.1%
West Los Angeles	2020m10	239	587	12.0	44,640	0	0	211	2,389	3,799	10,626	27,615	100.0%	85.7%	61.9%
West Los Angeles	2020m11	192	334	13.0	30,480	0	1,000	64	844	1,534	3,999	23,039	100.0%	88.7%	75.6%
Ygnacio Valley Road	2018m10	44	95	2.4	38,249	20,202	6,784	4,335	39	1,226	2,722	2,941	47.2%	14.8%	7.7%
Ygnacio Valley Road	2018m11	33	103	0.8	43,200	15,828	21,317	4,913	1,138	1	0	3	63.4%	0.0%	0.0%
Ygnacio Valley Road	2018m12	22	103	0.8	45,735	27,649	9,803	3,773	1,982	1,723	804	1	39.5%	1.8%	0.0%
Ygnacio Valley Road	2019m1	25	151	1.8	43,545	15,042	10,155	5,445	6,409	2,274	4,179	41	65.5%	9.7%	0.1%
Ygnacio Valley Road	2019m2	25	125	1.6	40,320	6,121	13,993	13,372	5,314	342	1,177	1	84.8%	2.9%	0.0%
Ygnacio Valley Road	2019m3	38	144	1.6	44,640	9,788	13,716	10,584	6,763	3,579	208	2	78.1%	0.5%	0.0%
Ygnacio Valley Road	2019m4	40	130	1.5	43,200	11,640	17,119	3,811	6,276	2,539	1,815	0	73.1%	4.2%	0.0%
Ygnacio Valley Road	2019m5	65	153	3.5	44,640	4,834	5,225	7,592	6,190	6,477	14,179	143	89.2%	32.1%	0.3%
Ygnacio Valley Road	2019m6	90	118	3.9	43,200	1,126	3,621	6,090	9,434	8,352	14,545	32	97.4%	33.7%	0.1%
Ygnacio Valley Road	2019m7	71	122	4.2	44,640	1,910	3,682	2,653	10,012	4,109	21,103	1,171	95.7%	49.9%	2.6%
Ygnacio Valley Road	2019m8	68	122	3.8	44,640	1,839	2,007	6,757	9,868	8,599	15,563	7	95.9%	34.9%	0.0%
Ygnacio Valley Road	2019m9	69	136	4.5	43,200	117	3,097	3,554	4,226	13,672	18,526	8	99.7%	42.9%	0.0%
Ygnacio Valley Road	2019m10	107	138	5.3	44,640	0	526	2,729	5,676	6,310	27,001	2,398	100.0%	65.9%	5.4%
Ygnacio Valley Road	2019m11	102	110	10.6	43,200	0	0	0	0	1,743	23,380	18,077	100.0%	96.0%	41.8%
Ygnacio Valley Road	2019m12	127	142	19.2	44,640	0	0	155	290	505	14,910	28,780	100.0%	97.9%	64.5%
Ygnacio Valley Road	2020m1	121	137	11.9	44,640	0	0	0	99	211	16,889	27,441	100.0%	99.3%	61.5%
Ygnacio Valley Road	2020m2	120	115	7.4	41,760	0	0	152	465	1,286	34,545	5,312	100.0%	95.4%	12.7%
Ygnacio Valley Road	2020m3	159	156	10.7	44,640	28	310	113	94	438	14,233	29,424	99.9%	97.8%	65.9%
Ygnacio Valley Road	2020m4	121	327	21.9	43,200	0	0	0	0	0	3,275	39,925	100.0%	100.0%	92.4%
Ygnacio Valley Road	2020m5	237	367	15.5	44,640	0	76	1,037	728	3,010	12,177	27,612	100.0%	89.1%	61.9%
Ygnacio Valley Road	2020m6	205	370	7.4	43,200	0	231	1,754	3,509	3,656	22,391	11,659	100.0%	78.8%	27.0%
Ygnacio Valley Road	2020m7	241	416	10.8	44,640	0	304	444	2,828	2,308	17,967	20,789	100.0%	86.8%	46.6%
Ygnacio Valley Road	2020m8	301	490	14.0	44,640	0	0	0	940	625	10,511	32,564	100.0%	96.5%	72.9%
Ygnacio Valley Road	2020m9	324	474	9.3	43,200	0	352	2,202	4,419	3,264	14,387	18,576	100.0%	76.3%	43.0%
Ygnacio Valley Road	2020m10	309	628	15.2	44,640	2	1,316	1,665	1,879	1,282	9,065	29,431	100.0%	86.2%	65.9%
Ygnacio Valley Road	2020m11	326	404	15.1	30,975	0	308	725	222	642	4,617	24,461	100.0%	93.9%	79.0%



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 1984 - 2008

Consultant
 The Rand Corporation
 Santa Monica, California
 1984 - 1991

Census Advisory Committee on
 Population Statistics
 1983-1988

Senior Economist
 The Rand Corporation
 Santa Monica, California
 1980-1984

Consultant
 Unicon Research Corporation
 Santa Monica, California
 1979 - 1984

Michael Ward is Senior Vice President and Principal of Welch Consulting and is resident in their Los Angeles office. He has testified on statistical and economic matters in a broad range of litigation settings in both federal and state courts. His testifying experience includes statistical analysis of employment practices in age, race and gender discrimination cases, class action wage and hour litigation, as well as issues bearing on economic loss in single-plaintiff employment cases.

Dr. Ward received his Ph.D. in economics from the University of Chicago, where he was a National Science Foundation Fellow. Before joining Welch Consulting, he was Senior Economist at RAND, where he directed federally-funded research on women's employment patterns and wages, job turnover rates for young men, the U.S. private pension plan system, and the earnings and retirement decisions of older workers. Dr. Ward also taught on the faculty of the University of California at Santa Barbara and the University of California, Los Angeles. He is a member of the American Economic Association, The American Statistical Association, American Compensation Association and the Society of Labor Economists. Dr. Ward has served as a reviewer for most of the major economics journals and on peer review panels of the National Institutes of Health and the National Science Foundation. He has also served as chairman of the U.S. Census Advisory Committee on Population Statistics and authored numerous professional articles dealing with the statistical analysis of economic data.

SELECTED CASEWORK

Expert Witness, Employment Discrimination: Case involved claims of race discrimination in pay and promotion against entry-level managers of a national package delivery company. Analyzed pay and employment histories across organizational units of the company for the purpose of showing lack of common pattern. Prepared report and gave deposition testimony in support of motion opposing class certification.

Expert Witness, Employment Discrimination: Nationwide class action alleging discrimination against African-Americans in promotion at an aerospace firm. Developed statistical analysis of promotion practices. Testified at trial regarding alternative statistical measures of promotion.

Expert Witness, Employment Discrimination: Case regarding claims of discrimination against minority groups in promotion of protective services officers. Analyzed promotion process through ranks and outcome of testing and interview processes. Prepared numerous affirmative and rebuttal reports and testified at trial.

Consultant, Employment Discrimination: Claims of a nationwide pattern and practice of race discrimination against a food products manufacturer. At class-certification stage, developed extensive statistical analysis of pay and promotion differences across job groups and divisions of the company showing widely varying outcomes.

Consultant, Employment Discrimination: Allegations of a nationwide pattern and practice of discrimination against women and minorities at a major electronics retailer. Developed statistics on hiring, pay, promotion and assignment. Prepared statistics showing variations in outcomes for minorities across jobs and departments and year to assist with class certification issues.



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PROFESSIONAL EXPERIENCE (continued)

Postdoctoral Fellow
Department of Economics
University of California
Los Angeles, California
1978 -1980

Lecturer
Department of Economics
University of California, Los Angeles
1975 - 1978

Consultant
The Rand Corporation
Santa Monica, California
1975 - 1980

Acting Assistant Professor
Department of Economics
UC - Santa Barbara
Santa Barbara, California
1973 - 1975

SELECTED CASEWORK (continued)

Expert Witness, Employment Discrimination: Case regarding claims of discrimination in pay and promotion of Asian American engineers at an aerospace firm. Analyzed initial pay at hire and pay changes and isolated year-specific cohort effects in salaries at hire. Presented findings in testimony at trial.

Expert Witness, Employment Discrimination: Collective action age discrimination claims at an aerospace firm. Analyzed layoff patterns by department and position and found age patterns in layoffs differed widely across units of the company and that voluntary layoffs explained aggregate differences in exits of employees over 55.

Expert Witness, Employment Discrimination: Collective action age discrimination in reorganization process. Analyzed reorganization of marketing workforce and found that sub-groups of employees, distinguished by level of responsibility, performance rating, and future requirements in the local business area, were retained in an age neutral fashion.

Expert Witness, Employment Discrimination: Claims of age discrimination in layoffs at a high-tech manufacturing company. Analyzed layoffs and demonstrated variation in layoff rates by division and occupation group were consistent with the company's change in business direction. Further found that involuntary layoffs were based on performance reviews prepared in years prior to layoff.

Expert Witness, Employment Discrimination: Collective action age discrimination claims in plant closure. Showed that the lack of recent hiring at the at-issue plant was the cause of its higher average age and that, company-wide, the average age of new hires was rising along with the average age of the entire workforce.

Expert Witness, Employment Discrimination: Class action claims of gender discrimination at a research company. Demonstrated that all pay differences were due to differences in pay at hire. Analyzed prior careers of researchers, as shown on resumes, to show that the type and amount of experience statistically explained gender differences in pay at hire.

Expert Witness, Employment Discrimination: Class action allegations of gender discrimination in pay and promotions at an aerospace firm. Decomposed pay differences into those due to pay changes and those that existed when hired. For a sample of employees, showed that relevant experience prior to hire explained statistical differences in pay at hire and analyzed gender differences in promotions.

Expert Witness, Wage & Hours: Class action claims of off-the-clock work and missed meals for mortgage loan officers. Showed that most putative class members were paid for some overtime and virtually all reported meal breaks, found significant variation in the reporting of overtime across offices, and that time records were also broadly consistent with telephone log-on and log-off records.



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SELECTED CASEWORK (continued)

Expert Witness, Wage & Hours: Class action claims of unpaid work time due to delayed exit from work site at national big-box retailer. Conducted random sample of security video and timed the delay to establish very brief average delay.

Expert Witness, Wage & Hours: Class action claims of off-the-clock work and time-shaving. Used time clock records to show that substantial overtime was paid and that the amount of overtime varied significantly across stores. Showed that manager edits to time records increased hours paid as frequently as they lowered hours paid.

Expert Witness, Wage & Hours: Class action claims of work during rest breaks for package delivery company. At the class certification stage, showed that most electronic time records of work occurred in the first or last minutes of the break and that interruptions were infrequent. Also showed that interrupted breaks were concentrated among relatively few employees.

PUBLICATIONS

"Problems in Assessing Employment Discrimination," with Robert S. Follett and Finis Welch. American Economic Review, May 1993

"Job Mobility and the Careers of Young Men," with Robert H. Topel, Quarterly Journal of Economics 107, no. 2 (May 1992):439-73.

"Women in the Labor Market and in the Family," with James P. Smith, Journal of Economic Perspectives 3, no. 1 (Winter 1989): 9-23.

"Implementing Comparable Worth: Conceptual Issues and Impacts," with John Raisian and Finis R. Welch. In Three Worlds of Labor Economics, edited by G. Mangum and P. Philips. Armonk, New York: M.E. Sharp, Inc., 1988.

"Pay Equity and Comparable Worth," with John Raisian and Finis Welch. Contemporary Policy Issues 4, no. 2 (April 1986):4-20.

"The Statistical Measurement of Poverty." Vol. 1, Conference on the Measurement of Noncash Benefits, Proceedings. Williamsburg, VA: Department of Commerce, Bureau of the Census, December 12-14, 1985.

"Comparable Worth: Issues, Evidence, and Impacts," with John Raisian and Finis Welch. Los Angeles: Welch Consulting, March 1985.

"The Prospects for Military Enlistments: An Assessment," with George J. Borjas, Robert F. Cotterman, John Raisian and Finis R. Welch. Los Angeles: Unicon Research Corporation, March 1985.

"Time-Series Growth in the Female Labor Force," with James P. Smith. Journal of Labor Economics 3, no. 1 (January 1985 Supplement):S59-S90.

"Women's Wages and Work in the Twentieth Century," with James P. Smith. Prepared for the National Institute of Child Health and Human Development, Rand report #R-3119-NICHD. Santa Monica: The Rand Corporation, October 1984.

"The Acceleration in Women's Wages," with James P. Smith. August 1984, mimeo.



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PUBLICATIONS (continued)

- "Forecasting the Wages of Young Men: The Effects of Cohort Size," with Hong W. Tan. Prepared for the Department of the Army, Rand report #R-3115-ARMY. Santa Monica: The Rand Corporation, May 1985.
- "The Retention of High Quality Personnel in the U.S. Armed Forces," with Hong W. Tan. Prepared for the Office of the Secretary of Defense/Manpower, Installations and Logistics, Rand report #R-3117-MIL. Santa Monica: The Rand Corporation, February 1985.
- "Job Transitions of Young Men," with Robert H. Topel, The Rand Corporation, Santa Monica, WD-2127-DoL, January 1984.
- "Early Career Mobility and the Duration of Jobs," with Robert H. Topel. August 1983, mimeo.
- "Social Security and the Retirement Decision," The Rand Corporation, Santa Monica, WD-1756-DoL, December 1982.
- "State Taxes on Coal: A Compendium of 1982 Statutes," co-authored, The Rand Corporation, Santa Monica, WD-1582-DoE, August 1982.
- "A Dynamic Model of Marital Dissolution," co-authored, The Rand Corporation, Santa Monica, April 1982.
- "Coal Severance Taxes: The Effect of Western States' Tax Policy on the U.S. Coal Market." Prepared for the U.S. Department of Energy, Rand report #R-2848-DOE. Santa Monica: The Rand Corporation, January 1982.
- "Completed Fertility and Its Timing," with William P. Butz. *Journal of Political Economy* 88, no. 5 (October 1980):917-40.
- "Asset Accumulation and Family Size," with James P. Smith. *Demography* 17, no. 3 (August 1980):243-60.
- "Will US Fertility Remain Low? A New Economic Interpretation," with William P. Butz. *Population and Development Review* 5, no. 4 (December 1979):663-88.
- "Baby Boom and Bust: A New View," with William P. Butz. *American Demographics* (September 1979):11-17.
- "Labor Markets and Fertility: A Demographically Disaggregate Model of U.S. Postwar Experience," with William P. Butz. Prepared for the Social Security Administration, U.S. Department of Health, Education, and Welfare, Rand note #N-1304-SSA. Santa Monica: The Rand Corporation, September 1979.
- "Countercyclical U.S. Fertility and its Implications," with William P. Butz. *Social Security Bulletin* 42, no. 8 (August 1979):38-43.
- "Difficulties with Testing for Causation," with Rodney L. Jacobs and Edward E. Leamer. *Economic Inquiry* 17, no. 3 (July 1979):401-13.
- "The Emergence of Countercyclical U.S. Fertility," with William P. Butz. *American Economic Review* 69, no. 3 (June 1979):318-28. (First published for the National Institute of Child Health and Human Development, Department of Health, Education and Welfare, Rand report #R-1605-NIH. Santa Monica: The Rand Corporation, June 1977.)
- "A Theoretical and Empirical Model of Marital Instability," Final Report, NICHD Grant, June 1978.



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PUBLICATIONS (continued)

"Energy and Jobs: A Long Run Analysis," with John Cogan and M. Bruce Johnson. Original paper 3, International Institute for Economic Research, introduction by H.S. Houthakker. Ottawa, IL: Green Hill Publishers, Inc., July 1976.

SEMINARS/PRESENTATIONS

March 1986. "Private Pensions and the Labor Market." Presented at the Labor Economics Workshop, University of California, Los Angeles.

December 12-14, 1985. "The Statistical Measurement of Poverty." Unicon Research Corporation, Los Angeles, California, December 1985. Presented at the Bureau of the Census Conference on the Measurement of Noncash Benefits, Williamsburg, Virginia.

June 1985. "Comparable Worth." Presented at the Annual Meeting of the Law and Society Association, San Diego, California.

January 1985. "Women's Wages." Presented to the Institute of Industrial Relations, University of California, Los Angeles.

January 1985. Statement on "Male-Female Wage Differentials, April 1985." Presented to the Comparable Worth Task Force, California State Legislature.

January 1985. "Comparable Worth." Presented at the Applied Economics Workshop, University of California, Los Angeles.

May 1984. "Early Career Mobility and the Duration of Jobs." Presented at the Labor Economics Seminar, University of California, Los Angeles.

February 1984. "Social Security and the Retirement Decision," Presented to the Graduate School of Business, University of Chicago, Illinois.

December 1983. "Social Security and the Retirement Decision." Presented to the U.S. Department of Labor, Washington, D.C.

July 1983. "Job Transition Among Young Men." Presented to the Western Economic Association, Seattle, Washington.

June 1983. "Time Series Changes in the Female Work Force." Presented at the Conference on International Comparisons of Women's Employment Trends, Sussex, England.

May 1983. "Long Term Trends in Women's Wages and Employment." Presented at the Labor Economics Workshop, University of California, Los Angeles.

April 1983. "Retention of High Quality Personnel." Board of Directors, The Rand Corporation, Washington, D.C.

April 1983. "Forecasting the Wages of Young Men." Presented to the Population Association of America, Pittsburgh, Pennsylvania.

February 1983. "Cohort Size and Earnings." Presented at the Labor Economics Workshop, University of California, Los Angeles.

Fall 1982. "Social Security and Retirement." University of California, Los Angeles.

June 1982. "Coal Severance Taxes." Presented to the Western Tax Association, Los Angeles, California.



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SEMINARS/PRESENTATIONS (continued)

Spring 1982. "Modeling the Retirement Decision." University of California, Los Angeles.

April 1982. "A Dynamic Model of Marital Dissolution." Presented to the Population Association of America.

April 1979. "The Timing Component of U.S. Fertility Rates." Presented to the Population Association of America, Philadelphia, Pennsylvania.

August 1978. "Time Series Model of U.S. Labor Markets." Presented to the Econometric Society, Chicago, Illinois.

June 1978. Discussant, session on Topics in Labor Economics, Western Economic Association, Las Vegas, Nevada.

June 1978. Discussant, session on Negative Income Tax Experiment, Western Economic Association, Hawaii.

December 1977. "Timing and Spacing of Fertility." Presented to the American Economic Association, New York.

June 1977. Discussant, session on Econometric Methodology, Western Economic Association, Anaheim, California.

September 1976, Discussant, session on Energy Economics, Econometric Society Meetings, Atlantic City, New Jersey.

PROFESSIONAL ACTIVITIES

Reviewer:

American Economic Review
Demography
Economic Inquiry
International Economic Review
Journal of Human Resources
Journal of Money Credit and Banking
Journal of Political Economy
Journal of the American Statistical Association
National Science Foundation Proposals
Quarterly Journal of Economics

Member:

American Bar Association
American Compensation Association (World at Work)
American Economics Association
American Statistical Association
Society of Labor Economists

HONORS AND AWARDS

National Science Foundation Fellowship, 1971-1973

Ingersoll Economics Fellowship, University of Chicago, 1969-1970

Phi Beta Kappa, University of California, Santa Barbara, 1969

ABOUT WELCH CONSULTING

Welch Consulting has more than 30 years experience assisting clients of every size in matters involving employment issues and complex business litigation across a broad spectrum of industries and public sector entities. Our track record in producing rigorous analyses meeting the highest standards of accuracy, clarity and punctuality makes Welch Consulting a consistent choice for industry leading companies and the nation's preeminent law firms.

Welch Consulting has offices in Los Angeles, Texas and Washington DC.

For more information about our professionals and services visit us online at www.welchcon.com

**LIST OF CASES INVOLVING MICHAEL P. WARD'S TRIAL AND/OR DEPOSITION TESTIMONY
2009 TO PRESENT**

TYPE	DATE	CASE	CASE NO.	COURT
Deposition	5/27/2021	Karolina Torrez, et al. v. Del Taco, LLC	BC612437	Superior Court of the State of California, County of Los Angeles, Central District
Deposition	2/24/2021	Alejandro Bucio, et al. v. ABM Industries Incorporated, et al.	CJC-07-004502	Superior Court of the State of California; County of San Francisco
Deposition	10/15/2020	Audrey Heredia, et al. v. Sunrise Senior Living, LLC (Matter #7438817)	4:18-CV-00616-HSG	United States District Court, Northern District of California
Deposition	1/15/2020	Juan Trevino, et al. v. Amazon.com, Inc., et al.	1:18-cv-00120-DAD-BAM	United States District Court, Eastern District of California
Trial	8/23/2017	EEOC v. JBS USA, LLC dba JBS Swift & Company	1:10-cv-02103-PAB-KLM	United States District Court of Colorado
Deposition	8/15/2017	Laryssa Jock, et al. v. Sterling Jewelers, Inc.	11 160 00655 08	American Arbitration Association
Deposition	8/7/2017	Jorge Herrera v. Power Distribution, Inc.	30-2016-00866182-CU-WT-CJC	Superior Court of California; County of Orange, Unlimited Jurisdiction
Arbitration	3/22/2017	Denise Pierre v. Kinecta Federal Credit Union	01-16-0002-7186	American Arbitration Association
Deposition	3/13/2017	Denise Pierre v. Kinecta Federal Credit Union	01-16-0002-7186	American Arbitration Association
Deposition	2/6/2017	Laryssa Jock, et al. v. Sterling Jewelers, Inc.	11 160 00655 08	American Arbitration Association
Deposition	10/28/2016	Marion McWilliams v. West Hills Hospital, et al.	BC570257	Superior Court of the State Of California for the County of Los Angeles
Deposition	6/20/2016	Eric Brown v. Jones Lang LaSalle Americas, Inc.	BC577917; 2:15-cv-03883 SJO(FFMx)	Superior Court of California, County of Los Angeles; United States District Court, Central District of California
Deposition	10/29/2015	Diana Lucio v. Lockheed Martin Corporation	BC515090	Superior Court of California; County of Los Angeles, Central District
Arbitration	10/12/2015	David Fredericks v. AMGEN, Inc. (Matter #E6656)	JAMS 1160020128	Judicial Arbitration Mediation Services
Deposition	10/6/2015	David Fredericks v. AMGEN, Inc. (Matter #E6656)	JAMS 1160020128	Judicial Arbitration Mediation Services
Arbitration	7/31/2015	Tracy Chen v. Morgan Stanley Smith Barney, LLC	FINRA-DR 14-01387	FINRA Industry Regulatory Authority Dispute Resolution
Trial	6/29/2015	Ahmad Besaratinia v. Beckman Research Institute (City of Hope)	BC491824	Superior Court of California; County of Los Angeles
Deposition	6/11/2015	Luis F. Marquez v. U.S. Bancorp	BC534374	Superior Court of California; County of Los Angeles, Central District
Deposition	6/5/2015	Ahmad Besaratinia v. Beckman Research Institute (City of Hope)	BC491824	Superior Court of California; County of Los Angeles

**LIST OF CASES INVOLVING MICHAEL P. WARD'S TRIAL AND/OR DEPOSITION TESTIMONY
2009 TO PRESENT**

TYPE	DATE	CASE	CASE NO.	COURT
Deposition	5/6/2015	Marlyn Sali & Deborah Spriggs v. Universal Health Services, Inc.	14-CV-00985 PSG (JPRx)	United States District Court; Central District of California
Arbitration	4/20/2015	Fond v. Morgan Stanley Smith Barney	13-02852	Financial Industry Regulatory Authority (FINRA)
Deposition	4/17/2015	(Debra Luhrsen) Elsie Coleman, et al. v. Kindred Healthcare Operating, Inc.	BC 477842	Superior Court of California; County of Los Angeles
Deposition	3/17/2015	Tameifuna v. Sunrise Senior Living Management, Inc.	2:13-cv-06294-JAK-PLA	United States District Court; Central District of California, Western Division
Deposition	3/17/2015	Shiferaw v. Sunrise Senior Living Management, Inc.	2:13-cv-02171-JAK-PLA	United States District Court; Central District of California, Western Division
Arbitration	12/19/2014	Barr Segal v. The TCW Group	JAMS 1220045625	Judicial Arbitration and Mediation Services; Los Angeles
Class Certification Hearing	10/23/2014	Chen-Oster, et al. v. Goldman Sachs & Co., et al.	10-CV-06950(LBS)	United States District Court; Southern District of New York
Arbitration	10/9/2014	Jeffrey C. Rogers v. MSSB FINRA Arbitration	11-01203	Financial Industry Regulatory Authority (FINRA)
Deposition	8/22/2014	Albert Calderon v. Union Bank, et al. (Matter #201300553)	BC 516746	Superior Court of California; County of Los Angeles, Central District
Deposition	6/23/2014	Barr Segal v. The TCW Group	JAMS 1220045625	Judicial Arbitration and Mediation Services; Los Angeles
Trial	6/19/2014	Karl McClain v. Pacific Maritime Association, et	56-2013-00437691-CU-WT-VTA	Superior Court of California, County of Ventura
Deposition	5/21/2014	Karl McClain v. Pacific Maritime Association, et	56-2013-00437691-CU-WT-VTA	Superior Court of California, County of Ventura
Deposition	5/16/2014	Stella Tommasi, Ph.D. v. Beckman Research Institute of the City of Hope, et al.	BC505164	Superior Court of California; County of Los Angeles
Deposition	4/30/2014	Andrew Allen, et al. v. American Multi-Cinema, Inc.	RG-11585502	Superior Court of California; County of Alameda
Deposition	4/2/2014	Shiferaw v. Sunrise Senior Living Management, Inc.	2:13-cv-02171-JAK-PLA	United States District Court; Central District of California, Western Division
Deposition	4/2/2014	Tameifuna v. Sunrise Senior Living Management, Inc.	2:13-cv-06294-JAK-PLA	United States District Court; Central District of California, Western Division

**LIST OF CASES INVOLVING MICHAEL P. WARD'S TRIAL AND/OR DEPOSITION TESTIMONY
2009 TO PRESENT**

TYPE	DATE	CASE	CASE NO.	COURT
Deposition	3/31/2014	Don Hanks v. Amgen USA, Inc.	56-2009-00342748-CU-WT-VTA	Superior Court of California; County of Ventura, Unlimited Civil Jurisdiction
Trial	2/20/2014	Bobby Dean Nickel v. Staples Contract & Commercial, Inc., et al.	BC481391	Superior Court of California; County of Los Angeles, Central District
Deposition	1/6/2014	Chen-Oster, et al. v. Goldman Sachs & Co., et al.	10-CV-06950(LBS)	United States District Court; Southern District of New York
Deposition	12/18/2013	Equal Employment Opportunity Commission v. Sterling Jewelers, Inc.	08-CV-0706 (A)(M)	United States District Court; Western District Court of New York
Deposition	12/18/2013	Laryssa Jock, et al. v Sterling Jewelers, Inc.	11 160 00655 08	American Arbitration Association
Deposition	12/3/2013	Bobby Dean Nickel v. Staples Contract & Commercial, Inc., et al.	BC481391	Superior Court of California; County of Los Angeles, Central District
Trial	9/17/2013	Denise Rhodes v. Dyson, Inc.	00553521	Superior Court of California; County of Orange
Deposition	8/13/2013	Deloitte Financial Advisory Services, LLP v. Jay Sonbolian	BC487440	Superior Court of California; County of Los Angeles
Deposition	8/9/2013	Denise Rhodes v. Dyson, Inc.	00553521	Superior Court of California; County of Orange
Arbitration	3/15/2013	Gilbert K. Moran, M.D. v. Southern California Permanente Medical Group, et al.	72 160 00280 12 MATU	American Arbitration Association
Deposition	2/15/2013	Phil Huggins v. Warner Brothers Studio Facilities	BC478514	Superior Court of California; County of Los Angeles
Deposition	1/7/2013	Danielle Mailhoit v. Home Depot U.S.A., Inc. (Matter #EL-11-04-01080)	CV11-03892-AHM	United States District Court; Central California
Deposition	10/19/2012	Maher Habashy, et al. v. Farmers Group, Inc., et al.	BC 443190	Superior Court of California; County of Los Angeles
Trial	7/17/2012	Palma v. Rite Aid Corporation	BC 465411	Superior Court of California; County of Los Angeles, Central District
Deposition	6/8/2012	Palma v. Rite Aid Corporation	BC 465411	Superior Court of California; County of Los Angeles, Central District
Trial	5/23/2012	Openshaw v. FedEx Ground Package System, Inc.	SACV 10-0689 CJC (SSx)	United States District Court; Central District of California
Trial	4/9/2012	David Coppedge v. Jet Propulsion Laboratory, et al.	BC435600	Superior Court of California; County of Los Angeles, Central District
Trial	2/1/2012	Ellis v. Les Schwab Tire Centers of Portland, Inc.	0809-12701	Circuit Court for the State of Oregon; County of Multnomah

**LIST OF CASES INVOLVING MICHAEL P. WARD'S TRIAL AND/OR DEPOSITION TESTIMONY
2009 TO PRESENT**

TYPE	DATE	CASE	CASE NO.	COURT
Deposition	1/24/2012	David Coppedge v. Jet Propulsion Laboratory, et al.	BC435600	Superior Court of California; County of Los Angeles, Central District
Deposition	10/24/2011	Marina Puchalski, et al. v. Taco Bell Corp.	GIC 870429	Superior Court of California; County of San Diego
Deposition	8/3/2011	Lashone Purnell v. Sunrise Senior Living	SACV10-897 JAK (MLGx)	United States District Court; Central District of California, Southern Division
Deposition	5/13/2011	Cynthia Aspinwall v. Kaiser Foundation Health Plan, Inc. (eCounsel No. 10-36893)	BC430696	Superior Court of California; County of Los Angeles, Central District
Deposition	3/1/2011	Roy D. Taylor, et al. v. FedEx Freight West, Inc.	5:10-CV-02118 LHK	United States District Court; Northern District of California
Trial	12/15/2010	Abney & Rodriguez v. California State University	BC402504	Superior Court of California; County of Los Angeles, Central District
Deposition	11/29/2010	Abney & Rodriguez v. California State University	BC402504	Superior Court of California; County of Los Angeles, Central District
Trial	11/10/2010	Shigemitsu v. California Department of Real Estate	BC 420362	Superior Court of California; County of Los Angeles
Deposition	9/20/2010	Rodrigo Flores v. Merced Irrigation District	1:090CV-01529-LJO-DB	United States District Court; Eastern District of California, Fresno Division
Trial	6/24/2010	Robert Oberto v. California Institute of Technology (CalTech)	BC 105007	Superior Court of California; County of Los Angeles
Deposition	5/26/2010	Robert Oberto v. California Institute of Technology (CalTech)	BC 105007	Superior Court of California; County of Los Angeles
Deposition	5/11/2010	Rodrigo Flores & Lamonte Tumbling v. Merced Irrigation District, et al.	1:09-cv-01539	United States District Court; Eastern District of California, Fresno Division
Trial	3/22/2010	Aerotek, Inc. v. The Johnson Group Staffing Company, Inc. & Michael Ponce	2007-00540602	Superior Court of California; County of Sacramento
Deposition	2/23/2010	EEOC (Jill Patricot, et al.) v. Bloomberg, L.P.	07-CV-8383 (LAP)(HP)	United States District Court; Southern District of New York
Trial	2/18/2010	Jeanette A. Ybarra v. Dacor Holdings, Inc., et al.	KC 054144	Superior Court of California; County of Los Angeles, East District
Deposition	1/15/2010	J. Steven Wiley, et al. v. Trendwest Resorts, Inc., et al.	C05-01991	Superior Court of California; County of Contra Costa
Deposition	1/6/2010	Michael Weigle v. FedEx Ground Package System, Inc.	06 CV 1330 JM	United States District Court; Southern District of California

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2009 TO PRESENT**

TYPE	DATE	CASE	CASE NO.	COURT
Deposition	12/14/2009	EEOC (Jill Patricot, et al.) v. Bloomberg, L.P.	07-CV-8383 (LAP)(HP)	United States District Court; Southern District of New York
Arbitration	11/17/2009	Aaron Leone v. Washington Mutual	07-02333	Financial Industry Regulatory Authority Dispute Resolution---Arbitration
Deposition	10/30/2009	Barbara A. Myers v. Baxter Bioscience, et al.	CV 08-05610 AHM (Manx)	Superior Court of the State of California for the County of Ventura
Deposition	9/9/2009	Tyson Multi-District Litigation (Matter #2007-01981)	4:07-md-01854-CDL	United States District Court for the Middle District of Georgia Columbus Division
Deposition	7/10/2009	Albert Cicairos, et al. v. Summit Logistics, Inc.	CV 028541	Superior Court of California; County of San Joaquin, Stockton Branch
Trial	7/8/2009	Mamou v. Trendwest Resorts, Inc. and Kevin Fiore	1-05-CV-053162	Superior Court of; County of Santa Clara
Deposition	6/10/2009	Wade E. Jensen, et al. v. Solvay America, Inc., et al.	06CV-273	United States District Court for the District of Wyoming
Deposition	6/2/2009	Mamou v. Trendwest Resorts, Inc. and Kevin Fiore	1-05-CV-053162	Superior Court of; County of Santa Clara
Trial	5/14/2009	Michael Marlo v. United Parcel Service, Inc.	CV 03-04336	United States District Court, Central District of California Western Division
Deposition	3/17/2009	She She Strawder v. Pacific Sunwear Stores Corporation	BC356891	Superior Court of the State of California for the County of Los Angeles
Trial	3/4/2009	J. Steven Wiley, et al. v. Trendwest Resorts, Inc., et al.	C05-01991	Superior Court of California; County of Contra Costa
Trial	2/21/2009	Jason Merridith v. United Airlines, Inc.	BC 383544	Superior Court of the State of California for the County of Los Angeles - Central District
Deposition	2/6/2009	Jason Merridith v. United Airlines, Inc.	BC 383544	Superior Court of the State of California for the County of Los Angeles - Central District
Deposition	2/4/2009	Aerotek, Inc. v. The Johnson Group Staffing Company, Inc. & Michael Ponce	2007-00540602	Superior Court of California; County of Sacramento
Deposition	1/30/2009	J. Steven Wiley, et al. v. Trendwest Resorts, Inc., et al.	C05-01991	Superior Court of California; County of Contra Costa
Deposition	1/15/2009	Melissa Schueler, et al. v. H&R Block Mortgage Corporation, et al. (Matter #2008-03710)	SACV07-342 CJC (MLGx)	United States District Court - Central District of California

Exhibit C

Schedule 2018.csv

Schedule 2019.csv

Schedule 2020_1.csv

Schedule 2020_2.csv

Schedule 2020_3.csv

Schedule 2021.csv

2021.07.02 [37] MOTION to Certify Class.pdf

2021.07.02 [37-1] Declaration of Mark Burton.pdf

2021.07.02 [37-2] Declaration of Mario Mabanta.pdf

Mabanta Complaint.pdf